

The Effect Perceived Organizational Support on Employee Performance: The Mediating Role of Employee Engagement At PT Pegadaian Syariah CPS Babakan

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ABSTRACT

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This research aims to test and analyze the influence of Perceived organizational support on employee performance through employee engagement at PT Pegadaian syariah cps Babakan. This research uses a quantitative methods. The sampling technique used is non-probability sampling with a saturated sample, in which the entire population is used as the sample with 54 respondents. Data were analyzed using partial least squares (PLS) with the smartpls 3.0 software. The results show that Perceived organizational support has a positive and significant effect on employee performance. Perceived organizational support also has a positive and significant effect on employee engagement. Furthermore, employee engagement has a positive and significant effect on employee performance. The path analysis further reveals that employee engagement functions as a mediating variable in the relationship between Perceived organizational support and employee performance.

INTRODUCTION

In this era of globalization, various aspects of human life have been significantly affected. Advances in information and communication technology have become evidence of how the world can become more open and competition increasingly intense. Such conditions have contributed to a decline in the percentage of labor utilization, as companies tend to rely more on technological advancements, such as production machines, robots, and other automated mechanisms. This has led to a shift in the role of labor within company operations. However, no matter how advanced technology becomes, human resources remain essential and continue to be the most important aspect of an organization.

This condition aligns with the view of Bakker & Schaufeli (2008), which states that human resources are a crucial element for the sustainability of a company. Therefore, organizations must manage their

human resources optimally so that they can deliver superior performance and achieve the outputs established by the company. In essence, the success of a company is greatly determined by the individuals within it. Efficient and effective management of human resources is what enables a company to achieve ideal performance, whether in terms of revenue or expenses. Many factors influence a company's success, one of which is employee performance. Performance is a crucial aspect in the progress of an organization or company; the higher the performance, the quicker the organization can achieve its predetermined goals (Kusjono & Ratnasari, 2019).

Discussing employee performance is not a new issue, as it relates to whether a company is able to remain competitive through its success or experiences a decline in quality. Therefore, performance will always be associated with achievement and the fulfillment of responsibilities assigned to employees

by the company. Employee performance is the result of an individual's accomplishments aimed at achieving the company's goals within a certain period (Kustya & Nugraheni, 2020). Employee performance can be influenced by perceived organizational support and employee engagement (Utami & Darmanto, 2022). Perceived organizational support has been found to be directly associated with employee performance (Yamin & Pusparini, 2022). In a study conducted by Metria and Riana (2018), the results showed that perceived organizational support positively influences employee performance. Another study by S. L. Ratnasari et al. (2022) also stated that perceived organizational support affects employee performance. This finding contrasts with the research conducted by D. Ratnasari et al. (2023), which states that perceived organizational support does not have a direct effect on employee performance.

Organizational support has been found to be directly associated with employee engagement (Nabila & Ratnawati, 2020). This finding is also supported by a study conducted by Dewi et al. (2020), in which a questionnaire distributed to 104 employees in a public institution showed that the level of perceived organizational support is influenced by employee engagement. The study conducted by Yulivianto (2019), however, found that organizational support has a negative effect on employee engagement. This is largely inconsistent with several previous studies. Nguyen and Tran (2021) stated that perceived organizational support influences employee engagement. Nuswantoro (2021) also revealed that employee engagement is affected by organizational support.

Several studies have revealed that employee engagement can influence employee performance. Diana and Afrianto (2021) stated that employee engagement has a positive effect on employee performance. Research conducted by Awalia and Yanuar (2024) also found that employee engagement positively affects employee performance. However, the study by Joushan et al. (2015) reported that there is no significant effect of employee engagement on employee performance.

Employee engagement mediates the positive relationship between organizational support and employee performance (Fitriani et al., 2022). Employee engagement has an enhancing effect on the mediating role of employees' sense of engagement,

which leads to higher employee performance (Umihastani & Frianto, 2022).

PT Pegadaian is one of the state-owned enterprises (BUMN) engaged in the financial services sector, with a primary focus on providing pawn-based financing services. As a non-bank financial institution, PT Pegadaian plays an important role in offering the public access to obtain cash by pledging items as collateral. Over the years, Pegadaian has expanded its range of products and services, such as the sale of precious metals, installment-based motor vehicle financing, as well as financing services for the implementation of Hajj and Umrah. PT Pegadaian has also introduced a business unit based on sharia principles, namely PT Pegadaian Syariah, which operates under legal foundations and principles that differ from those of Conventional Pegadaian. The fundamental distinction between the two lies in the fee structure and the legal basis applied. Conventional Pegadaian implements an interest or capital lease system based on civil law, whereas Pegadaian Syariah eliminates interest and replaces it with a safekeeping service fee (*ujrah/mu'nah*) in accordance with sharia principles. All operations of Pegadaian Syariah follow the guidelines of the Fatwa of the National Sharia Council – Indonesian Ulema Council (DSN-MUI), which regulates the procedures for executing pawn (*rahn*) transactions to ensure they are free from elements of usury (*riba*) and comply with Islamic legal requirements.

This study is specifically focused on PT Pegadaian Syariah Babakan Surabaya Branch, which is one of the operational units of PT Pegadaian Syariah. In the Pegadaian work environment, there is a phenomenon in which organizational support for employees is perceived as less than optimal. This is based on interviews with several employees, who expressed concerns regarding an increasing workload due to the requirement to market products outside the Babakan area. This condition forces employees to seek sales opportunities beyond the designated region. However, the company does not provide transportation facilities for employees working outside the area, resulting in employees using their personal vehicles. In addition, the company has not provided a specific training program for new employees, which has become an issue affecting their adaptation process and productivity. Furthermore, career paths for employees have not been clearly

defined by the company, creating uncertainty regarding opportunities for professional development.

Based on this phenomenon, this study aims to analyze "the influence of Perceived organizational support on employee performance: the role of employee engagement at PT Pegadaian Syariah CPS Babakan."

LITERATURE REVIEW

Perceived Organizational Support and Employee Performance

Perceived organizational support is a general or global belief held by each member regarding their perception of the organization, which is formed based on their experiences with organizational policies/regulations and interactions with organizational leaders, as well as their perception of the organization's concern for their well-being (Rhoades & Eisenberger, 2002). Perceived organizational support refers to the extent to which employees believe that the organization values their contributions and cares about their well-being (Mujiasih, 2015). The well-being referred to here includes the needs employees require while working, such as facilities and other forms of support.

The study conducted by Metria & Riana (2018) shows that Perceived Organizational Support has a positive effect on employee performance, implying that through the process of perceived organizational support, employees will feel supported and appreciated by their workplace, including in terms of well-being, recognition, salary, promotion, and the facilities provided to them while working. This process allows employees to develop a sense of belonging within themselves, so that subconsciously they are driven to give their best to the company, which is demonstrated through their achievements in completing tasks well and thoroughly. This is in line with the study conducted by Ariarni & Afrianty (2017), which states that Perceived Organizational Support has a positive effect on employee performance at PT POS Indonesia, Madiun City.

H1: Perceived Organizational Support has a significant positive on Employee performance

Perceived Organizational Support and Employee Engagement

Perceived Organizational Support can also be interpreted as employees' opinions regarding the extent to which the company values their contributions and cares about their well-being, based on employees' perceptions of how the organization appreciates their performance and whether it meets their socio-emotional needs (Eisenberger et al., 2002). When employees feel supported and appreciated by the company for their contributions, they naturally begin to integrate their membership in the organization into their self-identity, which fosters a sense of belonging.

The study is also supported by Dai & Qin (2016), who state that when employees feel organizational support, their sense of belonging to the organization increases and motivates them to work hard until the organizational goals are achieved. This condition indicates a high level of employee engagement.

The study conducted by Nabila & Ratnawati (2020) found that Perceived Organizational Support has a positive effect on employee engagement at PT Kereta Api Indonesia (Persero) Daop IV Semarang. A previous study by Hilfina & Putra (2023) states that Perceived Organizational Support has a positive effect on employee engagement. The study by Fitriani et al. (2022) also found that Perceived Organizational Support positively influences employee engagement.

H2: Perceived Organizational Support has a significant positive on Employee Engagement

Employee Engagement and Employee Performance

Employee performance is the outcome of a process that is carried out in accordance with predetermined rules and agreements (Edison et al., 2016). Employees who feel involved tend to think more positively and have a stronger sense of enthusiasm, which encourages them to be more careful in carrying out their tasks and to minimize mistakes. Moreover, employees who are engaged with their work are more willing to learn and accept new things, enabling them to develop innovation and skills as outcomes of their successful performance (Ahakwa et al., 2021). Therefore, if an employee has a high level of engagement with their work, the company's goals will be easier to achieve.

The study conducted by Noviardy & Aliya (2020) in the palm oil plantation sector found that

employee engagement has a positive effect on employee performance. Furthermore, Aldira et al. (2024) concluded in their research that employee engagement positively influences employee performance.

H3: Employee Engagement has a significant positive on Employee Performance

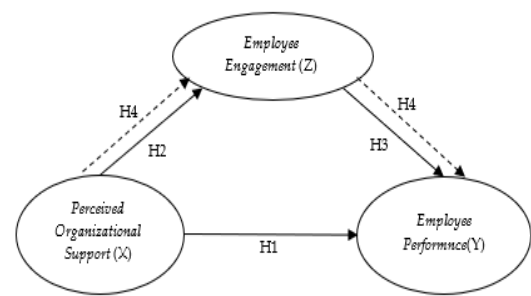
The Role Of Employee Engagement Mediating

Perceived organizational support has been proven to have a significant impact on job performance, particularly through the role of employee engagement as an important mediating variable. Organizational support inspires and motivates employees to reach their maximum potential through personal attention, a clear vision, and positive encouragement (Rusmita et al., 2022; Ramadhani, 2018). When employees feel supported and valued, their engagement with the organization increases. This engagement, in turn, influences employees' motivation, commitment, and work enthusiasm, which ultimately leads to improved performance.

When employees feel that the organization truly supports and appreciates their contributions, their level of energy, enthusiasm, and dedication to their work increases. This high level of engagement makes employees more focused, diligent, and enthusiastic in completing every task assigned to them. Moreover, employees who are strongly engaged with the organization tend to exhibit extra-role behaviors, namely the willingness to work beyond the expectations that have been set (Ambarsari et al., 2021; Suharto & Suprpto, 2023). Thus, employee engagement becomes an important mechanism that strengthens the influence of perceived organizational support on performance improvement, making it a crucial component in the operational success and long-term goal achievement of the company (Nabila & Ratnawati, 2020).

H4: Employee Engagement mediates the influence between Perceived Organizational Support and Employee performance

Figure 1. Research framework



METHOD

RESULT

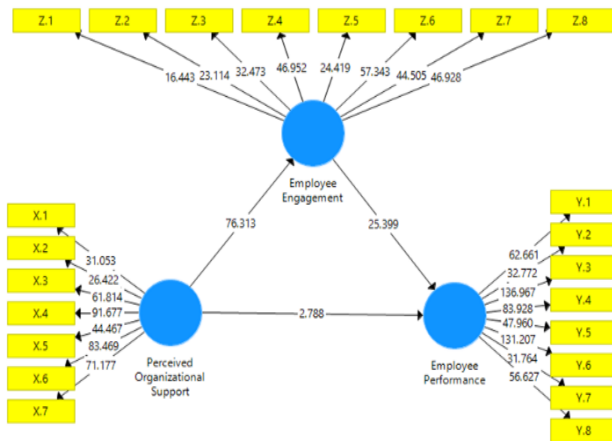
Respondent Description

based on several characteristics, namely gender, age, education, marital status, and length of service. The total respondents in this study were 54 employees of PT Pegadaian Syariah CPS Babakan. Based on Gender, they consisted of: Male: 34 people (63%), Female: 20 people (37%). Based on Age, the age distribution of respondents is as follows: 21–26 years: 22 respondents (40.70%), 27–32 years: 16 respondents (29.60%) 33–38 years: 10 respondents (18.50%), 39–44 years: 4 respondents (7.40%), > 45 years: 2 respondents (3.70%). Based on Last Education, the level of education of respondents is: S1 (Bachelor): 22 people (55%), S2 (Master): 2 people (5%) High School/Vocational School: 7 people (18%), D3 (Diploma): 9 people (23%). Based on Marital Status, respondents consist of: Married: 34 people (85%), Unmarried: 6 people (15%). Based on Length of Work (Work Period), Work period > 10 years: 26 respondents (65%), Other work periods: 28 respondents (35%).

Measurement Model

Convergent validity and discriminant validity are used to ensure that the indicators used genuinely measure the intended construct. According to Ghazali (2014), an indicator can be considered valid if it has a correlation value (loading factor) above 0.70. However, indicators with loading values between 0.50 and 0.60 are still acceptable as quite valid. Based on Figure 2, all indicators for each variable in this study show outer loading values exceeding 0.70. This indicates that every statement used to measure the variables in this study has met the validity criteria.

Figure 2. Measurement Model



Composite Reliability (CR) was used to assess internal consistency in this study. Ghazali (2014) recommends a cutoff value of 0.70 for CR. In this study, the composite reliability (CR) values range from 0.972 to 0.983, which exceed the recommended minimum threshold of 0.7. Cronbach's Alpha (CA) is used to test the internal consistency of indicators within a construct and can strengthen the reliability test results obtained from the Composite Reliability (CR) values. In other words, the CA value serves as an additional evaluation tool to ensure that all indicators within a variable consistently measure the same concept. The CA values in this study range from 0.966 to 0.980, and all of them exceed the minimum cutoff value of 0.70.

Table 1. Specified Measurement Model

Variable and scale item	CA	CR
Perceived Organizational support	0.980	0.983
Employee Engagement	0.966	0.972
Employee Performance	0.974	0.978

Casuality Test Results

Causality testing is conducted to determine whether there is an influence relationship between one variable and another variable in a research model. A variable can be said to have an effect if the test shows a t-statistic greater than 1.96 (Ghozali, 2014). Evaluation of the structural model is conducted by examining the significance values to understand the influence relationships between variables, obtained through bootstrapping techniques. The results of the hypothesis testing, for both direct and indirect effects, are presented in table 1.

Table 1. Hypothesis Testing for Direct Effect and Indirect Effect

Variable	Sample	T	P
		Statistic	Values
<i>Perceived</i>			
<i>Organizational Support - > Employee Performance</i>	0,688	6,426	0,000
<i>Perceived</i>			
<i>Organizational Support -> Employee Engagement</i>	0,881	35,979	0,000
<i>Employee Engagement -> Employee performance</i>			
	0,281	2,569	0,010
<i>Perceived Organizational Support -> Employee Engagement -> Employee performance</i>			
	0,248	2,630	0,009

Based on the results of the structural model analysis using bootstrapping presented in Table 1, all relationships among the variables show significant results. The effect of perceived organizational support on employee performance has a t-statistic value of 6.426 and a p-value of 0.000, indicating a significant effect at the 5% significance level ($p < 0.05$), thus the hypothesis is accepted.

Furthermore, perceived organizational support also has a significant effect on employee engagement, with a t-statistic value of 35.979 and a p-value of 0.000, which means that this relationship is highly significant.

Employee engagement also shows a significant effect on employee performance, with a t-statistic value of 2.569 and a p-value of 0.010. In addition, the mediating effect of employee engagement between perceived organizational support and employee performance is also significant, with a t-statistic value of 2.630 and a p-value of 0.009, supporting the conclusion that employee engagement functions as a mediating variable in this relationship.

DISCUSSION

Based on the results of the analysis obtained regarding the variable perceived organizational support toward employee performance, it is shown that perceived organizational support has a positive and significant effect on employee performance. This was determined after conducting a causality test, which produced a t-statistic value of $6.426 \geq 1.96$. This result is also supported by a coefficient value of 0.688, indicating a positive direction. Therefore, the first hypothesis regarding the influence of perceived organizational support on employee performance is accepted.

This finding aligns with the descriptive data, where the average score of the Perceived Organizational Support variable is only 3.58, which falls into the medium category. This indicates that most employees feel the organization has shown adequate concern for their well-being, contributions, and needs; however, being categorized as medium also implies that there are aspects the company still needs to improve. In practice, perceptions of organizational support play an important role in shaping employees' attitudes and work behaviors, including motivation and performance achievement.

Nevertheless, employees still demonstrate good work performance, as reflected in the average employee performance score of 4.27, which is considered high. This indicates that there are other factors driving employee performance, such as coworkers, internal motivation, personal commitment, and social responsibility toward their families, as seen from the respondent characteristics, which are dominated by young employees with relatively recent work experience.

These findings are consistent with the studies conducted by Umihastani & Frianto (2022), Ariarni & Afrianty (2017), S. L. Ratnasari et al. (2022), and Metria & Riana (2018).

Furthermore, the results of the study also confirm that Perceived Organizational Support has a positive and significant effect on Employee Engagement. This indicates that the higher the support perceived by employees, the greater their enthusiasm, dedication, and absorption in carrying out their tasks. When employees feel valued, cared for, and supported, they tend to show higher motivation and develop a stronger emotional attachment to the organization. These findings align with previous theories and research indicating that organizational support is one of the main determinants of employee engagement (Nabila & Ratnawati, 2020; Fitriani et al., 2022; Hilfina & Putra, 2023).

The next analysis shows that Employee Engagement has a positive and significant effect on Employee Performance. This means that employees with a high level of engagement tend to work with better quality, greater discipline, and stronger achievement of targets. They are also more adaptable to changes and likely to demonstrate extra-role behaviors, such as assisting colleagues and contributing beyond what is formally expected. These findings support previous studies by Diana & Afrianto (2021) and Awalia & Yanuar (2024), which state that

employee engagement is an essential factor in driving work performance.

The mediation test results show that Employee Engagement significantly mediates the relationship between Perceived Organizational Support and Employee Performance. This indicates that POS not only enhances performance directly but also indirectly through increased engagement. This mediation mechanism explains how organizational support can translate into positive behavior and improved performance. In the context of PT Pegadaian Syariah CPS Babakan, this means that when employees feel supported, they become more enthusiastic and engaged, ultimately leading to optimal performance.

Overall, the results of this study indicate that organizations need to strengthen their support strategies for employees, not only through adequate facilities but also through genuine care, effective communication, appreciation for contributions, and clear career development pathways. Such efforts can increase engagement and ultimately improve employee performance sustainably. These findings are consistent with previous research by Umihastani & Frianto (2022), Ariarni & Afrianty (2017), Ratnasari et al. (2022), and Metria & Riana (2018), which emphasize that perceived organizational support is an important predictor of employee engagement and performance.

CONCLUSION

This study demonstrates that Perceived Organizational Support (POS) has a positive and significant influence on Employee Performance among employees at PT Pegadaian Syariah CPS Babakan. In addition, POS is also proven to have a positive and significant effect on Employee Engagement, indicating that the greater the support provided by the organization, the stronger the employees' level of engagement with their work.

The findings also show that Employee Engagement has a positive and significant effect on Employee Performance, meaning that employees who are more emotionally, cognitively, and physically engaged tend to exhibit better performance. Furthermore, Employee Engagement is proven to mediate the relationship between POS and Employee Performance, making employee engagement an important mechanism that explains how organizational support can lead to improved performance

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