

THE EFFECT OF PERCEIVED ORGANIZATIONAL SUPPORT (POS) ON EMPLOYEE ENGAGEMENT, WITH JOB SATISFACTION AS A MEDIATION VARIABLE

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Abstract

This study aims to analyze the effect of Perceived Organizational Support (POS) on Employee Engagement, with Job Satisfaction as a mediating variable. The phenomenon of minimal employee engagement in the organization encourages the importance of the role of organizational support and job satisfaction as factors that can increase employee engagement to their jobs. This study uses a quantitative approach with the Structural Equation Modeling (SEM) method, involving respondents from PT X employees. The results show that POS has a positive and significant effect on employee engagement directly, with a coefficient value of 0.266 and a p-value of 0.017. In addition, POS also has a significant effect on job satisfaction with a coefficient of 0.793 and a p-value of 0.000. Job satisfaction itself has a significant direct effect on employee engagement with a coefficient of 0.270 and a p-value of 0.020. The indirect effect of POS on employee engagement through job satisfaction is recorded at 21.4%, while the direct effect is greater, namely 26.6%, so that mediation by job satisfaction is partial. These findings confirm that, in addition to its direct influence, job satisfaction also acts as a partial mediator in the relationship between organizational support and employee engagement.

Keywords: Perceived Organizational Support, Job Satisfaction, Employee Engagement

Abstrak

Penelitian ini bertujuan untuk menganalisis pengaruh Perceived Organizational Support (POS) terhadap Employee Engagement, dengan Kepuasan Kerja sebagai variabel mediasi. Fenomena minimnya keterlibatan karyawan dalam organisasi mendorong pentingnya peran dukungan organisasi dan kepuasan kerja sebagai faktor yang dapat meningkatkan keterikatan karyawan terhadap pekerjaannya. Penelitian ini menggunakan pendekatan kuantitatif dengan metode Structural Equation Modeling (SEM), melibatkan responden dari karyawan PT X. Hasil penelitian menunjukkan bahwa POS berpengaruh positif dan signifikan terhadap employee engagement secara langsung, dengan nilai koefisien sebesar 0,266 dan p value sebesar 0,017. Selain itu, POS juga berpengaruh signifikan terhadap kepuasan kerja dengan koefisien sebesar 0,793 dan p-value sebesar 0,000. Kepuasan kerja sendiri memiliki pengaruh langsung yang signifikan terhadap employee engagement dengan koefisien sebesar 0,270 dan p-value sebesar 0,020. Adapun pengaruh tidak langsung POS terhadap employee engagement melalui kepuasan kerja tercatat sebesar 21,4%, sedangkan pengaruh langsungnya lebih besar, yaitu 26,6%, sehingga mediasi oleh kepuasan kerja bersifat parsial. Temuan ini menegaskan bahwa selain pengaruh langsung, kepuasan kerja juga berperan sebagai mediator parsial dalam hubungan antara dukungan organisasi dan keterlibatan karyawan.

Kata kunci: Perceived Organizational Support, Kepuasan Kerja, Employee Engagement



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INTRODUCTION

Human resources (HR) are the most important asset that determines a company's survival and achievement of its goals.¹ In the context of increasingly fierce business competition, HR is not only viewed as a supporting function but also as a key to organizational success. Companies that manage HR well will have a sustainable competitive advantage. Therefore, human resource management (HRM) plays a crucial role in recruiting, developing, and retaining quality employees who can make optimal contributions to achieving company goals.

In practice, one strategy currently widely implemented by companies to manage human resources is increasing employee engagement. This concept refers to an employee's emotional, physical, and cognitive attachment to their work, which has implications for individual and organizational performance.² Employee engagement has become a primary focus in various organizations because engaged employees tend to be more productive, highly loyal, and willing to contribute beyond their job requirements. Research shows that employee engagement is directly correlated with a company's level of effectiveness and the achievement of business targets.

However, global data shows that employee engagement levels remain concerning. A 2023 Gallup³ survey revealed that only 23% of employees are truly engaged, while 18% are disengaged. This disengagement costs \$8.8 trillion in lost productivity. The phenomenon of "quiet quitting" is also a concern, where employees simply work to meet minimum standards without any emotional or mental engagement. In the United States and Canada, more than half of workers (52%) fall into this category. Furthermore, 44% of employees worldwide report experiencing high levels of stress in their daily lives, which also impacts engagement.

The phenomenon of low employee engagement is also evident at PT X, where many employees demonstrate a lack of enthusiasm, low discipline, and minimal initiative in their work. Some employees tend to work carelessly, ignoring the impact of their work on the organization, and demonstrating weak commitment. This is exacerbated by low appreciation from superiors, where employee mistakes are often met with harsh reprimands without any recognition for achievements. This lack of support and recognition has a direct impact on decreased work motivation, thus decreasing employee engagement.

However, some employees at PT X are highly engaged. They demonstrate high productivity, utilize their work time effectively, demonstrate strong initiative, and are strongly committed to the organization's progress. Some employees are even willing to work outside of

¹ A. Renaldy et al., "Factors Affecting Employee Work Motivation At Pt. Pln Persero Ulp Teluk Segara Bengkulu," *Jurnal Ekonomi, Manajemen, Bisnis Dan Akuntansi Review* 1, no. 2 (2021): 87–92.

² E. Wahab, "Perceived Organizational Support And Employee Engagement In Fast Food Service Industry," *Research in Management of Technology and Business* 3, no. 1 (2022): 52–64.

³ Gallup, *State of the Global Workplace 2023* (Gallup, 2023).

normal working hours to complete tasks. This aligns with research by Firnanda and Wijayati⁴, which found that engaged employees understand their roles, have a strong enthusiasm for learning, and a strong commitment to the organization's success. This difference in engagement levels creates a performance gap at PT X.

One important factor influencing engagement is perceived organizational support (POS). POS refers to the extent to which employees believe the organization values their contributions and cares about their well-being. POS shapes employees' positive perceptions of the company, which ultimately influences their motivation and engagement. Research by Dawam et al.⁵ and Purbosari & Suharti⁶ found that POS positively influences engagement, indicating that organizational support can increase employee work engagement.

However, the phenomenon at PT X shows that many employees feel a lack of support from the organization. They report rarely being appreciated for their hard work and often receiving harsh reprimands when they make mistakes. Complaints submitted by employees are also rarely responded to by superiors, and inadequate overtime compensation contributes to dissatisfaction. This situation discourages employees from giving their maximum effort because they feel unappreciated. This situation reinforces the importance of POS in creating a positive relationship between employees and the organization, and its impact on engagement.⁷

Although numerous studies support a positive relationship between POS and engagement, some studies have found conflicting results. Eviana⁸ and Robingah stated that POS has no direct effect on engagement. This indicates the presence of other variables that act as mediators in the relationship. One frequently studied variable is job satisfaction, which is believed to mediate the effect of POS on engagement.

Job satisfaction is an employee's positive attitude toward their job, encompassing working conditions, relationships with coworkers, compensation, work facilities, and the work

⁴ D. Y. Firnanda and D. T. Wijayati, "Pengaruh Perceived Organizational Support, Self Efficacy Dan Lingkungan Kerja Terhadap Employee Engagement Karyawan Pt. Pesona Arnos Beton," *Jurnal Ilmu Manajemen* 9, no. 3 (2021): 1076–91.

⁵ M. Dawam et al., "Pengaruh Competence, Reward Di Mediasi Perceived Organizational Support Terhadap Employee Engagement," *Journal of Trends in Economics and Accounting Research* 3, no. 4 (2023): 441–45.

⁶ C. Purbosari and L. Suharti, "Pengaruh Self Efficacy Dan Perceived Organizational Support Terhadap Organization Citizenship Behavior Dengan Employee Engagement Sebagai Variabel Mediasi (Studi Pada Karyawan Pt. Bpr Bkk Boyolali)," *Al-Kharaj: Jurnal Ekonomi, Keuangan & Bisnis Syariah* 6, no. 6 (2024): 5414–36.

⁷ H. Aldabbas et al., "The Influence of Perceived Organizational Support on Employee Creativity: The Mediating Role of Work Engagement," *Current Psychology* 42, no. 8 (2023): 6501–15.

⁸ N. Eviana, "The Role of Perceived Organizational Support (POS) and Employee Satisfaction to Enhance Employee Engagement: Do Gender and Tenure Matter?," *Jurnal Manajemen Bisnis* 15, no. 1 (2024): 13–31.

environment.⁹ Employees who are satisfied with their jobs tend to be more motivated, loyal, and have high levels of engagement. Conversely, job dissatisfaction lowers morale, increases turnover, and negatively impacts productivity.¹⁰

Research shows that POS has a positive effect on job satisfaction. Nahdiah & Khalid¹¹, Sinaga & Andreas¹², and Rais & Parmin¹³ found that positive organizational support increases employee job satisfaction. The perception that the organization values employees' contributions creates a sense of fairness and caring, which increases their job satisfaction.

At Company X, employee job satisfaction remains low. Many employees complain about inadequate work facilities, salaries that are only equivalent to basic wages without overtime incentives, and complaints that superiors ignore. This situation lowers work motivation and discourages employees from exerting maximum effort. However, good job satisfaction is crucial for increasing productivity, loyalty, and company success.¹⁴

Several studies have suggested that job satisfaction acts as a mediator in the relationship between POS and engagement. Eviana¹⁵ showed that although POS does not directly influence engagement, when mediated by job satisfaction, the effect of POS becomes significant, contributing 54.9%. Research by Izzatinisa & Budiono also supports that POS can increase engagement through job satisfaction. This suggests that organizational support can create satisfaction, which then drives work engagement.

Based on the phenomena in the field and various research results, there is a research gap regarding the mechanism of the relationship between POS, job satisfaction, and engagement. Therefore, this study aims to examine the effect of perceived organizational support on employee engagement through job satisfaction in PT X employees. This study is expected to provide

⁹ D. Lestari et al., "Pengaruh Motivasi Kerja Dan Kepuasan Kerja Terhadap Keterikatan Karyawan Pt Budi Agung Sentosa," *Jurnal Economina* 2, no. 11 (2023): 3232–46.

¹⁰ W. N. Nawarcono and A. Setiono, "Pengaruh Work-Life Balance Terhadap Kepuasan Kerja," *Kajian Ekonomi Dan Bisnis* 16, no. 2 (2021).

¹¹ Nahdiah and Zulvia Khalid, "Pengaruh Perceived Organizational Support Dan Work-Life Balance Terhadap Employee Engagement Dengan Mediasi Kepuasan Kerja : (Studi Pada Karyawan Support Unit Pt Kurnia Ciptamoda Gemilang Kebayoran Lama Jakarta Selatan)," *Lokawati : Jurnal Penelitian Manajemen Dan Inovasi Riset* 2, no. 5 (2024): 427–52.

¹² M. S. Sinaga and W. G. Andreas, "Pengaruh Employee Wellnes Program Dan Action To Adapt The Organization To The Situation Caused By Covid 19 Terhadap Job Satisfaction Dengan Perceived Organizational Support Sebagai Variabel Mediasi Pada Perusahaan Food And Beverages," *Jurnal Ekonomi Trisakti* 3, no. 2 (2023): 2471–80.

¹³ I. S. Rais and P. Parmin, "Pengaruh Perceived Organizational Support Dan Perceived Organizational Support Terhadap Employee Engagement Dengan Kepuasan Kerja Sebagai Variabel Intervening," *Jurnal Ilmiah Mahasiswa Manajemen, Bisnis Dan Akuntansi (Jimmba)* 2, no. 5 (2020): 813–33.

¹⁴ Linovhr, "Kepuasan Kerja : Pengertian, Manfaat, Dan Faktor Yang Mempengaruhi," April 21, 2021, <https://www.linovhr.com/kepuasan-kerja>.

¹⁵ Eviana, "The Role of Perceived Organizational Support (POS) and Employee Satisfaction to Enhance Employee Engagement: Do Gender and Tenure Matter?"

theoretical contributions in enriching HRM studies as well as practical implications for companies in designing strategies to increase engagement through organizational support and job satisfaction.

RESEARCH METHODS

This study uses a quantitative method. The quantitative method approach used in this study is an explanatory quantitative approach. The sample in the study was 150 PT X employees. The sampling technique in this study was total sampling, namely all PT X employees.

The data collection technique in this study uses a scale. The scale format used in this study is the Likert scale. The scale consists of a number of items described in the form of favorable and unfavorable with five response categories consisting of: SS (Very Appropriate), S (Appropriate), N (Neutral), TS (Not Appropriate), and STS (Very Not Appropriate).

The scale used to measure Perceived organizational support is the Survey of Perceived Organizational Support (SPOS) developed by Eisenberger et al (1986) based on their theory with 1 dimension and 6 items. The scale used to measure employee engagement is the Utrecht Work Engagement Scale (UWES) which has been adapted by Aulia (2016) based on the theory put forward by Schaufeli and Bakker (2003) consisting of 3 dimensions namely vigor, dedication, and absorption with a total of 18 items. The scale used to measure job satisfaction is This scale was compiled by Sukoco (2019) based on Locke's theory (1969) which totals 21 items.

Technical data analysis carried out Statistical Analysis with SEM Analysis with SEM Analysis Based on the objectives of this study, the variables analyzed are exogenous constructs, namely Perceived organizational support as variable X and Job Satisfaction as a mediating variable. The endogenous construct is employee engagement as variable Y. In this study, what will be tested is how much influence social support and self-compassion have on resilience. By paying attention to the characteristics of the variables to be tested, the statistical test carried out is by using the Structural Equation Model (SEM) approach or structural equation model.

RESULTS AND DISCUSSION

Outer Model Testing (Measurement Model Test): Validity and Reliability Testing

1. Convergent Validity

Convergent validity testing is conducted by examining the outer loading value. In confirmatory factor analysis or Structural Equation Modeling (SEM), a loading factor value of ≥ 0.7 is considered ideal to indicate that the indicators used in the study are valid in measuring the constructs created.

Table 1. Convergent Validity Test Results

	Employee Engagement	Job satisfaction	POST
EE1	0.706		
EE10	0.769		
EE11	0.781		
EE12	0.788		
EE13	0.822		
EE14	0.809		
EE16	0.745		
EE17	0.814		
EE18	0.801		
EE2	0.800		
EE3	0.835		
EE5	0.720		
EE7	0.830		
EE8	0.804		
KK1		0.758	
KK10		0.849	
KK11		0.884	
KK13		0.850	
KK14		0.880	
KK15		0.886	
KK16		0.893	
KK17		0.914	
KK18		0.887	
KK19		0.859	
KK20		0.840	
KK21		0.887	
KK3		0.872	
KK4		0.831	
KK5		0.866	
KK7		0.842	
KK8		0.870	
KK9		0.893	
POS1			0.922
POS2			0.843
POS3			0.897
POS4			0.775
POS5			0.911
POS6			0.819

The value of all outer loadings is > 0.7 . This indicates that the validity criteria are met based on the outer loading value, so that all indicators are declared to have good validity in explaining their latent variables.

2. Discriminant Validity

The ability of constructs to differentiate one another in the model. Discriminant validity can be measured in two ways, namely by cross-loading and the Fornell-Larcker criterion. To determine discriminant validity, the cross-loading value of each variable must be > 0.70 and the square root of each construct's AVE must be greater than its correlation with other constructs (for the Fornell-Larcker criterion) (Hair et al., 2022).

Table 2.
Validity Testing Based on Average Variance Extracted (AVE)

	<i>Average Variance Extracted(AVE)</i>
Employee Engagement	0.621
Job satisfaction	0.749
POST	0.744

All variables have met the established AVE criteria, namely with a value >0.5 . This indicates that the Convergent Validity Test is acceptable.

Table 3
Validity Testing Based on the Fornell-Larcker Criterion

	Employee Engagement	Job satisfaction	POST
Employee Engagement	(0.788)		
Job satisfaction	0.481	(0.865)	
POST	0.480	0.793	(0.863)

Each indicator has the highest FLC value for its own latent construct compared to the FLC values for other constructs. This indicates that the indicators used in this study have good discriminant validity in forming their respective variables.

Table 4
Validity Testing Based on HTMT

	Employee Engagement	Job satisfaction
POST		
Employee Engagement	0.506	
Job satisfaction	0.827	0.493

The results of the discriminant validity test using the HTMT approach show that all values are <0.9 , which means that it can be concluded that the discriminant validity requirements based on the HTMT approach have been met.

3. Composite Reliability

It is used to test the reliability of indicators in a variable. A variable is considered to meet Composite Reliability if it has a Composite Reliability value >0.7 (Permata, Syaيداتussalihah & Kurniawan, 2022).

Table 5
Reliability Testing Based on Composite Reliability

	Composite Reliability
Employee Engagement	0.958
Job satisfaction	0.982
POST	0.946

It can be seen that the CR value > 0.7 indicates that the value meets the reliability criteria based on CR. A variable is considered to meet Composite Reliability if it has a Composite Reliability value > 0.7 .

4. Cronbach's Alpha

Cronbach's Alpha describes the extent to which one variable is related to another. A measuring instrument is considered reliable if its Cronbach's Alpha value is >0.6 (Yuda Hutama & Wayan Ekawati, 2020).

Table 6
Reliability Testing Based on Cronbach's Alpha (CA)

	Cronbach's Alpha
Employee Engagement	0.953
Job satisfaction	0.980
POST	0.930

all CA values > 0.7 , which means they have met the reliability requirements based on Cronbach's Alpha

5. Structural Model Testing (Structural Model) Test of Significance of Influence

Table 7
Path Coefficient Test & Significance of Direct Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
Job Satisfaction -> Employee Engagement	0.270	0.257	0.131	2,059	0.020
POS -> Employee Engagement	0.266	0.282	0.126	2.115	0.017
POS -> Job Satisfaction	0.793	0.796	0.034	23,175	0.000

Based on the results in the table, the following results were obtained:

- a. Job satisfaction has a positive and significant effect on employee engagement with a coefficient value (original sample column) = 0.270, and is significant with a T-Statistic value = 2.059 > 1.96, and P-Values = 0.020 < 0.05. Based on these results, it can be concluded that job satisfaction has a positive and significant effect on employee engagement, so the hypothesis is accepted.
- b. *Perceived organizational support* has a positive and significant effect on employee engagement with a coefficient value (original sample column) = 0.266, and significant with a T-Statistic value = 23.175 > 1.96, and P-Values = 0.017 < 0.05. Based on these results, it can be concluded that Perceived organizational support has a positive and significant effect on employee engagement, so the hypothesis is accepted.
- c. *Perceived organizational support* has a positive and significant effect on job satisfaction with a coefficient value (original sample column) = 0.793, and significant with a T-Statistic value = 2.115 > 1.96, and P-Values = 0.000 < 0.05. Based on these results, it can be concluded that Perceived organizational support has a positive and significant effect on job satisfaction, so the hypothesis is accepted.

Table 8
R-Square

	R Square
Employee Engagement	0.257
Job satisfaction	0.628

Based on the table it can be explained that:

- a. The R-square value of employee engagement is 0.257. The R-square value of 0.257 indicates that 25.7% of the variability in Employee Engagement can be explained by the independent variables in the model, namely Perceived Organizational Support and Job Satisfaction. The remaining 74.3% is influenced by other variables outside this research model.
- b. The R-square value of job satisfaction is 0.628. The R-square value of 0.628 means that 62.8% of the variability in Job Satisfaction can be explained by the Perceived Organizational Support variable. This indicates that Perceived Organizational Support has a significant contribution in explaining variations in Job Satisfaction.

Table 9
Q-Square

	Q² (=1-SSE/SSO)
POST	
employee engagement	0.151
job satisfaction	0.466

Based on the table it can be explained that:

- a. The Q-Square (Q²) value of employee engagement is $0.151 > 0$, indicating that the Q² value indicates that the model has moderate predictive ability towards employee engagement. This means that perceived organizational support (POS) and job satisfaction can moderately explain or predict the level of employee engagement.
- b. The Q-Square (Q²) value of job satisfaction is $0.466 > 0$, indicating that this value is high and shows strong predictive ability. This indicates that POS is significantly able to explain variations in job satisfaction in the tested model.

Table 10
Goodness of Fit Model Testing

	Saturated Model	Estimated Model
SRMR	0.082	0.082

Based on the results of the SRMR goodness of fit test, the SRMR value = $0.082 < 0.1$, it can be concluded that the model is declared FIT.

Table 11
Path Coefficient Test & Significance of Indirect Effect.

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
POS -> job satisfaction -> employee engagement	0.214	0.202	0.101	2.124	0.017

Based on the results of the mediation test in table 4.12, job satisfaction significantly mediates the relationship between POS and employee engagement with a T-statistic value = $2.124 > 1.96$ and P-Values = $0.017 < 0.05$, so it can be concluded that the hypothesis is accepted.

It can be seen that the direct effect of POS on employee engagement is 0.266, and the indirect effect of POS on employee engagement through job satisfaction is 0.214. The total effect of POS on employee engagement is $0.266 + 0.214 = 0.480$.

A stronger relationship is evident from the greater contribution of the direct influence than the indirect influence. The value of the direct influence path of POS on employee engagement is 26.6% greater than the value of the indirect influence path of 21.4%, so it can be concluded that the direct influence is more significant than the indirect influence. This means that job satisfaction has a partial mediating role in influencing POS on employee engagement.

Results of Calculation of Hypothetical Mean and Empirical Mean

Table 12 Summary of the Results of Calculation of Hypothetical Average Value and Empirical Average Value

Variables	Hypothetical Mean				Empirical Mean			
	Min	Max	Mean	Elementary School	Min	Max	Mean	Elementary School
POST	18	24	21.48	2.55	6	24	15	5.22
Job satisfaction	39	72	62.61	7.97	18	72	45	15.66
Employee Engagement	28	56	48.64	5.59	14	56	35	12.18

6. Categorization

Table 13

Mark Perceived Organizational Support By Category Level

Formula	Score Range	Category	Frequency	Percent
$X < M - 1SD$	$X < 6$	Low	-	-
$M - 1SD < X < M + 1SD$	$6 < X < 24$	Currently	145	58%
$X > M + 1SD$	$X > 24$	Tall	107	42%

Table 14

Mark Employee Engagement By Category Level

Formula	Score Range	Category	Frequency	Percent
$X < M - 1SD$	$X < 18$	Low	45	18%
$M - 1SD < X < M + 1SD$	$18 < X < 72$	Currently	172	68%
$X > M + 1SD$	$X > 72$	Tall	35	14%

Table 15

Mark Job satisfaction By Category Level

Formula	Score Range	Category	Frequency	Percent
$X < M - 1SD$	$X < 14$	Low	-	-
$M - 1SD < X < M + 1SD$	$14 < X < 52$	Currently	176	70%
$X > M + 1SD$	$X > 52$	Tall	76	30%

DISCUSSION

Perceived organizational support has a positive and significant effect on employee engagement with a coefficient value (original sample column) = 0.266, and is significant with a T-Statistic value = 23.175 > 1.96, and P-Values = 0.017 < 0.05. Based on these results, it can be concluded that Perceived organizational support has a positive and significant effect on employee engagement, so the hypothesis is accepted. This is in line with the results of research by Dawam et al.,¹⁶ which found that the results of partial test calculations on the Perceived organizational support variable on Employee engagement showed that the Perceived Organizational Support variable on the Employee engagement variable had a partial positive effect. Research conducted by Purbosari & Suharti¹⁷ found that perceived organizational support had an effect on employee engagement.

Another study by Khair et al. found similar results, indicating that perceived organizational support positively and substantially influences employee engagement. This means that the better the perceived organizational support, the higher the employee's sense of engagement. This suggests that perceived organizational support can increase employee work engagement. The better the support provided to employees, the more likely they are to strive for greater engagement.

Perceived organizational support has a positive and significant effect on job satisfaction with a coefficient value (original sample column) = 0.793, and significant with a T-Statistic value = 2.115 > 1.96, and P-Values = 0.000 < 0.05. Based on these results, it can be concluded that Perceived organizational support has a positive and significant effect on job satisfaction, so the hypothesis is accepted. This is in line with the research of Nahdiah & Khalid¹⁸ which found that perceived organizational support has a significant effect on job satisfaction, so it can be interpreted that an increase in Perceived organizational support can increase Job Satisfaction and vice versa.

Sinaga & Andreas¹⁹ also found similar results in their research, namely a significant influence between perceived organizational support and job satisfaction. Research conducted by Rais & Parmin²⁰ also showed similar results, indicating a significant influence of perceived organizational support on job satisfaction. Research To & Huang, states that perceived

¹⁶ Dawam et al., "Pengaruh Competence, Reward Di Mediasi Perceived Organizational Support Terhadap Employee Engagement."

¹⁷ Purbosari and Suharti, "Pengaruh Self Efficacy Dan Perceived Organizational Support Terhadap Organization Citizenship Behavior Dengan Employee Engagement Sebagai Variabel Mediasi (Studi Pada Karyawan Pt. Bpr Bkk Boyolali)."

¹⁸ Nahdiah and Khalid, "Pengaruh Perceived Organizational Support Dan Work-Life Balance Terhadap Employee Engagement Dengan Mediasi Kepuasan Kerja : (Studi Pada Karyawan Support Unit Pt Kurnia Ciptamoda Gemilang Kebayoran Lama Jakarta Selatan)."

¹⁹ Sinaga and Andreas, "Pengaruh Employee Wellnes Program Dan Action To Adapt The Organization To The Situation Caused By Covid 19 Terhadap Job Satisfaction Dengan Perceived Organizational Support Sebagai Variabel Mediasi Pada Perusahaan Food And Beverages."

²⁰ Rais and Parmin, "Pengaruh Perceived Organizational Support Dan Perceived Organizational Support Terhadap Employee Engagement Dengan Kepuasan Kerja Sebagai Variabel Intervening."

organizational support influences job satisfaction. Employees' perceptions of the extent to which the company values their work and cares about their well-being are referred to as perceived organizational support.

Job satisfaction has a positive and significant effect on employee engagement with a coefficient value (original sample column) = 0.270, and significant with a T-Statistic value = 2.059 > 1.96, and P-Values = 0.020 < 0.05. Based on these results, it can be concluded that job satisfaction has a positive and significant effect on employee engagement, so the hypothesis is accepted. This is in line with the results of research that increasing employee engagement can also be done through job satisfaction. Based on research conducted by Firmansyah, it was found that job satisfaction has a significant effect on employee engagement.

Arianti et al. conducted research on job satisfaction, salary satisfaction, and coworker satisfaction with employee engagement, showing that these factors influence employee engagement. Research by Izzatinisa & Budiono showed that the higher the level of employee job satisfaction, the higher the employee's engagement, and vice versa. Research by Mutsanna found that job satisfaction has a positive and meaningful impact on employee engagement. When individuals feel satisfied with their work, such as receiving recognition and achieving achievements, this increases their engagement. This creates a basis for understanding the relationship between job satisfaction and employee engagement.

Job satisfaction significantly mediates the relationship between POS and employee engagement with a T-statistic value = 2.124 > 1.96 and P-Values = 0.017 < 0.05, so it can be concluded that the hypothesis is accepted.

Eviana²¹ found that POS had no direct effect on employee engagement. When mediated by employee satisfaction, POS had an indirect effect of 54.9%. This is similar to the research of Izzatinisa & Budiono, which stated that POS had a positive and significant effect on employee engagement through job satisfaction.

CONCLUSION

Job satisfaction has a positive and significant effect on employee engagement with a coefficient value (original sample column) = 0.270, and significant with a T-Statistic value = 2.059 > 1.96, and P-Values = 0.020 < 0.05. Based on these results, it can be concluded that job satisfaction has a positive and significant effect on employee engagement, so the hypothesis is accepted. Perceived organizational support has a positive and significant effect on employee engagement with a coefficient value (original sample column) = 0.266, and significant with a T-Statistic value =

²¹ Eviana, "The Role of Perceived Organizational Support (POS) and Employee Satisfaction to Enhance Employee Engagement: Do Gender and Tenure Matter?"

23.175 > 1.96, and P-Values = 0.017 < 0.05. Based on these results, it can be concluded that Perceived organizational support has a positive and significant effect on employee engagement, so the hypothesis is accepted. Perceived organizational support has a positive and significant effect on job satisfaction with a coefficient value (original sample column) = 0.793, and is significant with a T-Statistic value = 2.115 > 1.96, and P-Values = 0.000 < 0.05. Based on these results, it can be concluded that Perceived organizational support has a positive and significant effect on job satisfaction, so the hypothesis is accepted. Job satisfaction significantly mediates the relationship between POS and employee engagement with a T-statistic value = 2.124 > 1.96 and P-Values = 0.017 < 0.05, so it can be concluded that the hypothesis is accepted.

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