



RESEARCH ARTICLE

Enhancing Job Performance Through Work Engagement: The Role of Perceived Organizational Support Among Non-Medical Employees

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Abstract

This study aims to analyze the effect of Perceived Organizational Support (POS) on Job Performance, with Work Engagement as a mediating variable among non-medical employees at RSUD Waled, Cirebon (n = 102). The research employed a quantitative approach using a survey method. Data were collected through questionnaires and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The results indicate that POS has a positive and significant effect on Work Engagement ($\beta = 0.540$; $t = 6.407$; $p < 0.001$). Work Engagement also has a positive and significant effect on Job Performance ($\beta = 0.533$; $t = 6.237$; $p < 0.001$), while the direct effect of POS on Job Performance is not significant ($\beta = 0.015$; $t = 0.150$; $p = 0.881$). In addition, the indirect effect of POS on Job Performance through Work Engagement is significant ($\beta = 0.288$; $t = 3.939$; $p < 0.001$), indicating that Work Engagement functions as a mediating variable in this relationship. These findings suggest that organizational support is more effectively translated into Job Performance through the enhancement of Work Engagement, highlighting the important role of Work Engagement in explaining the relationship between organizational support and the performance of non-medical employees.

Keywords

Perceived Organizational Support, Work Engagement, Job Performance, Non-Medical Employees.

1 | INTRODUCTION

In management and organizational psychology, job performance refers to the work behavior, decisions, and role-related actions through which employees help organizations reach planned goals. Armstrong (2018) argues that performance should be judged not only by whether employees complete assigned tasks, but also by how well they use time, resources, and professional judgment. This view is useful, yet it also requires caution. Measuring performance only through output can overlook work quality, ethical behavior, cooperation, and the pressures employees face inside daily operations. In service and healthcare organizations, especially among non-medical employees, performance affects waiting time, administrative accuracy, patient experience, and coordination between units. For this reason, job performance should be treated as more than an individual result. It reflects how employees translate organizational expectations into reliable work practices that support efficiency, service quality, and institutional continuity, and should be assessed through clear, fair, role-sensitive, and evidence-based criteria (Şanlıöz *et al.*, 2023).

However, high job performance rarely emerges on its own. Al-Omar *et al.* (2019) argue that performance reflects behaviors under individual control, although these behaviors are shaped by psychological conditions and the work setting. This means that employees cannot be judged only from output, because motivation, support, workload, and fairness also affect how they perform. At the individual level, work motivation relates to the fulfillment of human needs, as explained in Maslow's hierarchy of needs theory (Bangun, 2012). At the organizational level, perceived organizational support (POS) becomes a decisive factor. POS refers to employees' belief that the organization values their work and cares about their well-being (Eisenberger & Stinglhamber, 2011). When employees perceive stronger support, they tend to show greater attachment to their job and organization, which can improve job performance (Şanlıöz *et al.*, 2023).

Work engagement refers to a positive psychological state in which employees direct energy, focus, and personal meaning toward their work. Schaufeli and Leuven (2010) explain it through vigor, dedication, and absorption. Vigor shows persistence and mental strength during demanding tasks. Dedication reflects enthusiasm, pride, and a sense of purpose. Absorption appears when employees stay fully focused on their work. Even so, engagement should not be reduced to an individual attitude. Organizations often expect employees to stay engaged, yet they may overlook workload, role clarity, fairness, and supervisor support. Such conditions can strengthen or weaken engagement in daily work. Engaged employees usually show stronger responsibility, initiative, and concern for work quality. They also tend to develop emotional and cognitive involvement with their duties, which may support higher commitment and better job performance over time within changing organizational demands and expectations (Al-Fuqaha *et al.*, 2025).

Several studies indicate that perceived organizational support (POS) can strengthen work engagement and shape positive employee outcomes. Li *et al.* (2022) found that POS increases engagement and may reduce turnover intention through indirect pathways. Musenze *et al.* (2021) add that self-efficacy helps explain why supported employees become more engaged in their work. These findings suggest that support from the organization does not automatically produce better performance. Employees still need psychological energy, confidence, and attachment to translate that support into reliable work behavior. Although Guan *et al.* (2014) reported a direct link between POS and performance, other studies show that the relationship often works through work engagement and self-efficacy (Caesens & Stinglhamber, 2014; Li *et al.*, 2022). This view is useful because it avoids treating support as a simple managerial tool. Instead, POS should be understood as a social and psychological condition that can improve job performance when employees feel valued, capable, and involved.

Low employee engagement remains a serious concern for organizations that rely on steady performance, service quality, and employee commitment. Gallup's State of the Global Workplace 2025 report states that only 21% of employees worldwide are engaged, while most employees are either not engaged or actively disengaged (Gallup, 2025; PR Newswire, 2024). This figure raises a practical concern because many employees may still complete their tasks without strong energy, emotional attachment, or genuine involvement in their work. Such conditions can weaken productivity, reduce service consistency, and increase turnover risk. However, the issue should not be placed only on employees. Organizations also need to examine whether employees receive fair treatment, recognition, clear communication, and concern for their well-being. In Southeast Asia and Indonesia, perceived organizational support may help strengthen work engagement and job performance by making employees feel valued, respected, and psychologically connected to their organization.

Moreover, studies that place job performance as the main dependent variable in the relationship between perceived organizational support (POS) and work engagement remain scarce. Much of the existing research gives greater attention to job satisfaction, organizational commitment, and turnover intention rather than performance behavior (Musenze *et al.*, 2021; Li *et al.*, 2022). This pattern leaves an empirical gap, because organizational support may not improve performance directly. Employees need to feel energized, involved, and confident before support can be translated into consistent work outcomes. For this reason, work engagement deserves closer attention as a mediating pathway between POS and job performance. Examining this pathway can help explain why supported employees perform better, when they perceive fairness, recognition, and concern from their organization. Such analysis also helps organizations avoid assuming that support alone is enough to raise performance without strengthening employees' psychological connection

to work.

Based on these empirical gaps, this study aims to analyze the mediating role of work engagement in the relationship between Perceived Organizational Support and employee job performance among non-medical employees at RSUD Waled, Cirebon. Non-medical employees were selected as the research object because they play an important role in supporting hospital administration, operations, and service continuity. This group of employees is involved in various supporting activities, including administrative services, data management, finance, information technology, nutrition management, facilities and infrastructure management, as well as operational coordination that contribute to the overall quality of hospital services. In carrying out their duties, non-medical employees frequently face administrative workloads, service pressures, stress levels, and limited resources (Berry *et al.*, 2018; Putri *et al.*, 2025; Lin *et al.*, 2025). Therefore, this study focuses on examining the effect of Perceived Organizational Support on Job Performance through Work Engagement among non-medical employees at RSUD Waled, Cirebon.

2 | BACKGROUND THEORY

2.1 Organizational Support Theory

This study is grounded in Organizational Support Theory (OST), developed by Eisenberger and colleagues. OST explains that employees form beliefs about whether the organization values their work and cares about their well-being. This belief is known as perceived organizational support (POS). The theory is useful because it links support with social exchange, but it should not be read as a guarantee that support will always improve behavior. Employees may respond differently when support feels inconsistent, symbolic, or unfairly distributed. According to Eisenberger and Stinglhamber (2011), strong POS can shape motivation, attitudes, and work behavior through the norm of reciprocity. Employees who receive fair treatment, recognition, and concern for their welfare may feel responsible to respond with stronger commitment, engagement, and performance. In this study, OST helps explain how organizational support can become a psychological basis for work engagement and job performance when employees perceive it as sincere and reliable daily.

2.2 Perceived Organizational Support

Perceived organizational support (POS) reflects employees' perceptions of the extent to which the organization values their work and cares about their well-being. When employees feel supported, they are more likely to develop positive psychological states, such as commitment, motivation, and productive work behavior, which can improve job performance. POS is formed through three main factors: fairness, supervisory support, and organizational rewards and job conditions. According to organizational support theory, POS develops through employees' daily experiences in the organization, supervisor treatment, human resource policies, and the availability of work facilities. POS influences behavior because employees interpret organizational support as a form of concern that increases their moral obligation to reciprocate through better job performance (Eisenberger & Stinglhamber, 2011). A job resources perspective argues that organizational support can strengthen self-confidence, intrinsic motivation, and positive emotions. By increasing intrinsic motivation toward work, POS can improve work engagement in several ways. POS builds employees' belief that the organization will provide necessary support, both materially and emotionally. This belief creates expectations that good performance will be rewarded and that socio-emotional needs, including self-esteem, will be fulfilled. These conditions can support stronger work engagement (Musenze *et al.*, 2021). Research by Kurtessis *et al.* (2017) shows that organizational support has a positive and significant relationship with work engagement, organizational commitment, task performance, and organizational citizenship behavior (OCB). Other empirical evidence also indicates that high POS benefits organizations through stronger commitment and better job performance. At the employee level, POS is associated with higher engagement, greater job satisfaction, and lower stress (Karatepe & Aga, 2016).

2.3 Work Engagement

The concept of work engagement was first introduced as a condition in which individuals invest their cognitive, physical, and emotional energy in their work roles and overall job performance. According to the job demands-resources perspective, work engagement emerges when employees receive adequate job and leadership resources, such as support, feedback, autonomy, and skill variety. The availability of job resources, particularly perceived organizational support (POS), can strengthen personal resources, such as resilience, which then encourages positive outcomes, including work engagement. Work engagement is characterized by vigor, dedication, and absorption. These three dimensions describe a state in which employees feel energetic, committed, and fully involved in their work tasks. This condition can support better job performance. Research by Demerouti and Cropanzano (2010) shows that vigor, or its absence in the form of fatigue, is useful in predicting job performance. They also argue that workplace resources, including supervisory support, feedback, skill variety, and autonomy, can activate motivational processes that strengthen work engagement and improve job performance. Similarly, Şanlıöz *et al.* (2023) found that employees who are engaged in their work tend to feel satisfied and happy because they perform their tasks with enthusiasm. Strong work engagement can improve the quality of job

performance in the healthcare sector. The higher the level of work engagement among healthcare staff, the greater the possibility of achieving optimal job performance (Şanlıöz *et al.*, 2023).

2.4 Job performance

Job performance consists of task performance and contextual performance. Task performance refers to behaviors that directly support the execution of core job duties, such as accuracy, quality, and productivity. Contextual performance refers to additional behaviors that are not formally included in core tasks but remain essential for organizational effectiveness, such as cooperation, initiative, helping colleagues, and commitment to organizational values and goals. Both dimensions are influenced by motivational and affective factors, including work engagement. In this study, work engagement acts as a mediating variable that links job resources to job performance outcomes. Work engagement arises when employees receive support, feedback, autonomy, and skill variety. This positive psychological state encourages employees to show energy, enthusiasm, and full concentration in performing their tasks. Research by Rich *et al.* (2010) shows that work engagement fully mediates the relationship between perceived organizational support and task performance. Motivational processes formed through work engagement can improve both task and contextual performance. Engaged employees are not only more productive in core tasks but also more likely to show contextual behaviors, such as helping, cooperating, and working beyond formal job descriptions. Demerouti and Cropanzano (2010) further emphasize that high vigor strongly predicts job performance, while Şanlıöz *et al.* (2023) indicate that engagement strengthens satisfaction and enthusiasm at work, which can improve overall performance.

2.5 The Relationship between Perceived Organizational Support and Work Engagement

The relationship between perceived organizational support (POS) and work engagement can be explained through social exchange theory. Supportive treatment from organizations and managers helps reduce negative reactions to work and encourages employees to respond with more constructive behavior. When employees believe that the organization values their efforts and cares about their well-being, they are more likely to develop positive emotional attitudes toward the organization. Organizational support also functions as a job resource that can strengthen self-confidence, intrinsic motivation, and positive emotions, which are closely related to work engagement. Previous research by Kurtessis *et al.* (2017) shows that POS is positively associated with various employee behaviors, including work engagement. Musenze *et al.* (2021) further found that organizational support increases engagement, especially among employees with high self-efficacy. These employees are better able to use available support, rather than only as formal administrative support in daily practice, to become emotionally and cognitively involved in their work.

Hypothesis 1 (H1): Perceived Organizational Support has a positive effect on Work Engagement.

2.6 The Relationship between Work Engagement and Job performance

The Job Demands Resources (JD-R) model argues that job performance depends on the balance between work pressure and the support employees can use. Job demands include physical workload, psychological strain, social expectations, and organizational requirements. Job resources include skills, autonomy, supervisor support, peer support, career opportunities, and a safe work setting. When organizations match demands with adequate resources, employees can direct their energy, commitment, and focus toward stronger performance (Lee & Jo, 2023). This link, however, is not automatic. High engagement can still turn into fatigue when employees must meet heavy demands with weak support. In that situation, employees often push themselves beyond capacity or lower their effort and attention to protect their energy. Both reactions can reduce task quality, weaken accountability, and increase unprofessional behavior. For this reason, organizations should manage workload and strengthen resources together, not treat engagement as a stand-alone solution (Adler & Koch, 2017).

Hypothesis 2 (H2): Work Engagement has a positive effect on Job Performance.

2.7 The Direct Relationship between Perceived Organizational Support and Job performance

Organizational Support Theory explains that employees assess an organization through policies, leadership behavior, rewards, fairness, and the help they receive during work. When employees view these practices as useful and consistent, they are more likely to feel respected and needed. This perception can encourage stronger job performance because employees often respond to fair treatment with greater responsibility, discipline, and effort (Eisenberger & Stinglhamber, 2011). The relationship between perceived organizational support and job performance follows a social exchange logic. Employees who believe their organization values their work and provides assistance when problems arise tend to work with clearer commitment to organizational goals. Even so, support should not stop at formal statements or written policies. Employees judge support through daily experience, such as supervisor responsiveness, workload balance, access to resources, feedback quality, and career opportunities. Organizations that manage these practices consistently can build stronger perceived support and improve employee performance in a more sustainable way (Şanlıöz *et al.*, 2023).

Hypothesis 3 (H3): Perceived Organizational Support has a direct positive effect on Job Performance.

2.8 The Mediating Role of Work Engagement in the Relationship between Perceived Organizational Support and Job performance

Work engagement can explain how perceived organizational support strengthens job performance. Employees engage more when they invest physical energy, mental focus, and emotional commitment in their tasks. This condition rarely appears by command; it grows when employees believe the organization values their work and responds to their needs. When perceived support falls below expectations, employees may withdraw from required duties and avoid extra-role behavior, which can reduce performance quality (Janssen, 2005). In contrast, strong organizational support can create motivation because employees see a clear reason to repay fair treatment through better effort, discipline, and responsibility. Work engagement then becomes the mechanism that transfers support into performance. Support improves engagement, and engagement pushes employees to complete tasks with higher persistence and care. Still, organizations should not treat engagement as a substitute for proper resources. Support must appear through fair workload, feedback, supervisor responsiveness, and career access. These practices help employees maintain engagement and improve overall job performance (Jimoh, 2025).

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

3 | METHOD

This study used a quantitative associative design to examine causal links among Perceived Organizational Support, work engagement, and job performance. The design enabled statistical testing of direct and indirect effects, while keeping the analysis tied to measurable employee responses. Following Ferdinand (2014), this approach fits research that assesses relationships between variables through numerical evidence rather than opinion. In the proposed model, Perceived Organizational Support acted as the independent variable, job performance as the dependent variable, and work engagement as the mediator. This structure allowed the researcher to test whether support affects performance directly or works first through employee engagement levels.

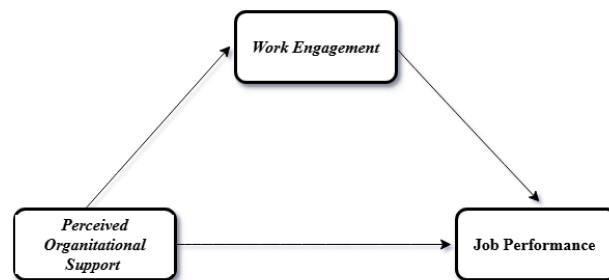


Figure 1: Research Model

The population of this study consisted of all 136 non-medical employees of RSUD Waled who worked across 22 work sub-units. This study used non-probability sampling with a purposive sampling method because the researcher selected respondents based on research criteria and data access considerations (Sugiyono, 2022). The respondent criteria included active non-medical employees, employees with more than one year of work experience, and employees who were willing to complete the research questionnaire. The researcher determined the sample size using the Slovin formula proposed by Yamane with a 5% margin of error. Based on the calculation $n = N / 1 + N(e)^2$, with $N = 136$ and $e = 0.05$, the result was $n = 136 / 1 + 136(0.05)^2 = 136 / 1.34 = 101.49$. The number was rounded up to 102 respondents, which was considered representative of the study population (Sugiyono, 2017).

Table 1. Respondent Characteristics

Variable	Category	Frequency (n)	Percentage (%)
Gender	Male	64	62.75
	Female	38	37.25
	Total	102	100.00
Age	20–25 years	7	6.86
	26–30 years	26	25.49
	31–35 years	19	18.63
	36–40 years	21	20.59
	≥ 41 years	29	28.43
	Total	102	100.00

Length of Service	< 5 years	30	29.70
	5–10 years	37	36.63
	11–15 years	15	14.85
	16–20 years	9	8.91
	≥ 20 years	10	9.90
	Total	101	100.00
Education Level	Elementary School	1	0.98
	Junior High School	2	1.96
	Senior High School	47	46.08
	Diploma (D3)	10	9.80
	Bachelor's Degree (S1)	39	38.24
	Master's Degree (S2)	3	2.94
Total	102	100.00	
Job Position	Security Officer	16	15.69
	Nutrition Unit	16	15.69
	IPRS	13	12.75
	Administration	6	5.88
	Others	51	50.00
	Total	102	100.00

Data Collection and Research Instruments

Data collection was conducted from January 2 to January 9, 2026, through the direct distribution of questionnaires to respondents within RSUD Waled. The questionnaires were distributed directly and collected after the respondents had completed all questions (Sugiyono, 2022). This study was conducted after obtaining permission from the hospital management. Before completing the questionnaire, respondents received information about the purpose of the study and were asked to participate voluntarily. The researcher also guaranteed the confidentiality of respondents' identities and responses and ensured that the collected data would only be used for academic and research purposes.

The research instrument was designed to measure the variables under study and was developed based on relevant literature (Sugiyono, 2017). The questionnaire used a five-point Likert scale ranging from strongly agree to strongly disagree. The original instrument was developed in English and then translated into Indonesian to help respondents understand each statement clearly. The Perceived Organizational Support variable (X) was measured using eight statement items adopted from Al-Omar *et al.* (2019). The Work Engagement variable (M) was measured using seven statement items adopted from Musenze *et al.* (2021). Meanwhile, the Job Performance variable (Y) was measured using four statement items adopted from Şanlıöz *et al.* (2023). All items were assessed using a five-point Likert scale.

4 | RESULTS AND DISCUSSION

4.1 Results

The evaluation of the research model followed the PLS-SEM approach as proposed by Hair *et al.*, (2019), which was conducted in two stages: the measurement model (outer model) and the structural model (inner model). The evaluation of the outer model aimed to assess the adequacy of indicators in measuring latent constructs, which was carried out through tests of convergent validity, discriminant validity, and construct reliability. Subsequently, the evaluation of the inner model focused on analyzing the relationships among latent constructs and the predictive capability of the model. This evaluation was assessed through multicollinearity testing using the Variance Inflation Factor (VIF), the coefficient of determination (R^2), path coefficients, and the significance testing of the relationships among variables.

Tabel 2. Measurement Model: Construct Reliability and Validity

Construct / Item	Outer Loadings	AVE	Composite Reliability (CR)
Perceived Organizational Support		0.820	0.935
X1	0.827		
X2	0.861		
X3	0.819		
X4	0.854		
X5	0.800		

X6	0.740		
X7	0.741		
X8	0.800		
Work Engagement		0.650	0.932
M1	0.773		
M2	0.772		
M3	0.731		
M4	0.810		
M5	0.706		
M6	0.772		
M7	0.794		
Job Performance		0.587	0.897
Y1	0.900		
Y2	0.883		
Y3	0.921		
Y4	0.919		

Source: Data analysis using SmartPLS 4.0.9.9.

The results of the measurement model evaluation indicate that all constructs in this study have met the criteria for validity and reliability. Convergent validity was achieved, as indicated by the outer loading values of all indicators exceeding the minimum threshold of 0.70 (Hair *et al.*, 2019). And the Average Variance Extracted (AVE) values above 0.50 for each construct (Hair *et al.*, 2017). These findings suggest that the indicators adequately represent the constructs being measured. Furthermore, construct reliability is supported by Composite Reliability values greater than 0.70, as presented alongside the outer loading and AVE results. In addition, the results of Cronbach's Alpha shown in Table 3 also exceed the threshold of 0.70 for all constructs, indicating good internal consistency among the indicators (Hair *et al.*, 2019). Therefore, the research instruments are considered reliable and suitable for subsequent structural model testing.

Table 3. Reliability Test Results

Variable	Cronbach's Alpha	Result
Perceived Organizational Support	0.927	Reliable
Work Engagement	0.923	Reliable
Job Performance	0.884	Reliable

Source: Data analysis using SmartPLS 4.0.9.9.

The reliability test results show that all variables have acceptable internal consistency. Perceived Organizational Support obtained a Cronbach's Alpha of 0.927, while Work Engagement reached 0.923. Job Performance also met the reliability standard with a value of 0.884. These scores exceed the 0.70 threshold commonly used in behavioral research, so the questionnaire items can support further statistical testing. However, researchers still need validity checks to confirm that each item measures the intended construct accurately.

This study assessed discriminant validity to confirm that each construct captures a distinct concept in the model. The analysis used the Fornell-Larcker criterion and the Heterotrait-Monotrait Ratio, or HTMT, following Hair *et al.* (2019). The Fornell-Larcker criterion compares the square root of AVE with correlations between constructs, while HTMT evaluates the strength of inter-construct relationships. These tests help identify whether Perceived Organizational Support, Work Engagement, and Job Performance overlap too strongly. If the values meet the required cut-off points, the measurement model has adequate separation and can move to structural model testing.

Table 4. Fornell-Larcker Criterion

Construct	Job Performance	Perceived Organizational Support	Work Engagement
Job Performance	0.906		
Perceived Organizational Support	0.303	0.806	
Work Engagement	0.541	0.540	0.766

Source: Data analysis using SmartPLS 4.0.9.9.

Table 4 indicates that the Fornell-Larcker criterion was met because each diagonal value exceeded the correlations with other variables. Job Performance recorded 0.906, higher than its correlations with Perceived Organizational Support (0.303) and Work Engagement (0.541). Perceived Organizational Support reached 0.806, above its correlation with Work Engagement (0.540). Work Engagement also showed a diagonal value of 0.766. These results indicate adequate

discriminant validity, although the POS-WE correlation deserves attention because it is moderate and may reflect a close theoretical link between support and engagement in daily employee behavior.

Table 5. Heterotrait-Monotrait Ratio (HTMT)

Construct	Job Performance	Perceived Organizational Support	Work Engagement
Job Performance			
Perceived Organizational Support	0.310		
Work Engagement	0.559	0.583	

Source: Data analysis using SmartPLS 4.0.9.9.

Table 5 reports HTMT values below the common 0.85 threshold, indicating acceptable discriminant validity among the constructs. The relationship between Perceived Organizational Support and Job Performance reached 0.310, while Work Engagement and Job Performance reached 0.559. The HTMT value between Work Engagement and Perceived Organizational Support was 0.583. These figures show that the constructs remain empirically distinct, although the link between support and engagement still reflects a fairly close theoretical relationship within the proposed model.

The structural model analysis started with a multicollinearity test using the Variance Inflation Factor (VIF). This test examines whether predictor variables have overly strong correlations that may weaken the accuracy of path coefficient estimates. Referring to Hair *et al.* (2019), VIF values below 5 indicate that the model does not show serious multicollinearity problems. In this study, the test helps assess whether Perceived Organizational Support and Work Engagement can explain Job Performance without excessive overlap. A proper VIF result makes the inner model more stable and allows hypothesis testing to continue with stronger statistical control.

Table 6. Multicollinearity Test Results

Construct	Indicator	VIF
Work Engagement	M1	1.874
Work Engagement	M2	2.011
Work Engagement	M3	1.810
Work Engagement	M4	2.790
Work Engagement	M5	2.026
Work Engagement	M6	2.121
Work Engagement	M7	2.098
Perceived Organizational Support	X1	2.535
Perceived Organizational Support	X2	3.231
Perceived Organizational Support	X3	2.394
Perceived Organizational Support	X4	2.865
Perceived Organizational Support	X5	2.365
Perceived Organizational Support	X6	3.131
Perceived Organizational Support	X7	3.080
Perceived Organizational Support	X8	2.296
Job Performance	Y1	2.791
Job Performance	Y2	2.785
Job Performance	Y3	4.515
Job Performance	Y4	4.512

Source: Data analysis using SmartPLS 4.0.9.9.

Table 6 shows that all indicators meet the multicollinearity requirement because their VIF values remain below 5. Work Engagement records VIF values between 1.810 and 2.790, while Perceived Organizational Support ranges from 2.296 to 3.231. Job Performance has higher scores, especially Y3 at 4.515 and Y4 at 4.512, but both still fall within the accepted range. This result suggests that the indicators do not show excessive overlap. Even so, the high VIF values on Y3 and Y4 need careful interpretation because they may reflect a close similarity between job performance items.

Table 7. R-Square Results

Model	R ²	Adjusted R ²
Job Performance	0.293	0.279
Work Engagement	0.292	0.285

Source: Data analysis using SmartPLS 4.0.9.9.

Table 7 shows that Job Performance has an R^2 value of 0.293 and an Adjusted R^2 value of 0.279. This means the model explains 27.9% of the variation in Job Performance. Work Engagement records an R^2 value of 0.292 and an Adjusted R^2 value of 0.285, indicating that Perceived Organizational Support explains 28.5% of its variation.

Based on Hair *et al.* (2017), the R^2 values in this study fall into the weak category. Even so, the results still have analytical value because employee performance and engagement rarely depend on one or two variables only. The model explains 27.9% of the variance in Job Performance and 28.5% of the variance in Work Engagement. These figures show that Perceived Organizational Support and Work Engagement play a measurable role, but their influence remains partial. Other factors, such as leadership style, workload, compensation, motivation, job clarity, and organizational culture, may also affect both endogenous variables.

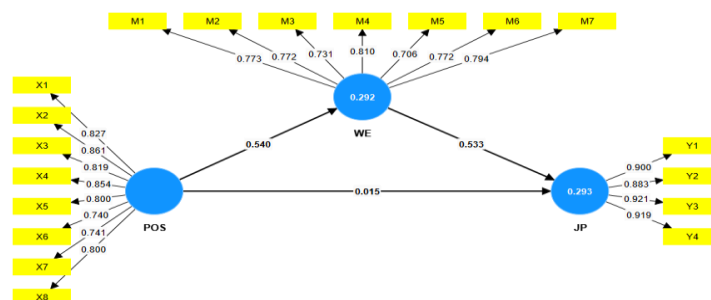


Figure 2: Output Model PLS-SEM Algorithm
Source: Data analysis using SmartPLS 4.0.9.9.

Based on the results of structural model testing using the PLS-SEM approach, this study obtained the following findings. The significance criteria applied in this study were a t-statistic value greater than 1.96 and a p-value less than 0.05 (Hair *et al.*, 2019; Hair *et al.*, 2017). First, the hypothesis testing results for H1 indicate that Perceived Organizational Support (POS) has a positive and significant effect on Work Engagement (WE) ($\beta = 0.540$; $t = 6.407$; $p = 0.000$). The positive path coefficient and the t-statistic value, which exceeds the minimum threshold, indicate that higher perceived organizational support is associated with higher employee work engagement. Therefore, H1 is supported. Second, the hypothesis testing results for H2 show that Work Engagement (WE) has a positive and significant effect on Job Performance ($\beta = 0.533$; $t = 6.237$; $p = 0.000$). This finding indicates that employees with higher work engagement tend to demonstrate better job performance. Therefore, H2 is supported. Third, the hypothesis testing results for H3 reveal that Perceived Organizational Support (POS) does not have a significant direct effect on Job Performance ($\beta = 0.015$; $t = 0.150$; $p = 0.881$). The t-statistic value, which is below 1.96, and the p-value, which exceeds 0.05, indicate that the direct effect of POS on Job Performance is not statistically significant. Therefore, H3 is not supported. Furthermore, the indirect effect testing for H4 demonstrates that Perceived Organizational Support (POS) has a significant effect on Job Performance through Work Engagement (WE) ($\beta = 0.288$; $t = 3.939$; $p = 0.000$). These results confirm that Work Engagement acts as a mediating variable in the relationship between POS and Job Performance. Since the direct effect of POS on Job Performance is not significant, while the indirect effect is significant, Work Engagement fully mediates the relationship between Perceived Organizational Support and Job Performance.

4.2 Discussion

The results show that Perceived Organizational Support (POS) has a positive and significant effect on Work Engagement among non-medical employees at RSUD Waled. This finding strengthens Organizational Support Theory, which states that employees form beliefs about how far the organization values their work and cares about their well-being (Eisenberger & Stinglhamber, 2011). In daily hospital operations, support does not only mean formal policy. Employees judge support through fair treatment, supervisor response, access to work facilities, recognition, and how management handles work problems. When these practices work consistently, employees tend to invest more energy, attention, and responsibility in their tasks. This result aligns with Kurtessis *et al.* (2017), who found that POS relates to engagement, commitment, task performance, and extra-role behavior. It also agrees with Al-Omar *et al.* (2019), Musenze *et al.* (2021), and Bonaiuto *et al.* (2022), who showed that organizational support can strengthen engagement through motivational and psychological processes. Even so, this relationship should not lead managers to assume that support will work automatically. Employees may not respond strongly when support appears only as procedure, arrives late, or does not answer real work pressure. Support becomes useful when employees can feel its effect in their daily work.

For non-medical hospital employees, this finding has practical weight. Their roles may not involve direct clinical care, yet their work affects registration flow, administrative accuracy, finance, nutrition services, facility readiness, data management, and coordination across units. Berry *et al.* (2018) explain that nonclinical and clinical-support services influence healthcare service quality. Putri *et al.* (2025) also show that workload affects the performance of hospital

administrative staff, while Lin *et al.* (2025) connect job stress and burnout with hospital administrative work. These studies suggest that RSUD Waled should link support programs with actual job demands, rather than rely only on broad welfare policies. The results also show that Work Engagement has a positive and significant effect on Job Performance. This finding fits the Job Demands-Resources view, which explains that employees perform better when job resources help them maintain energy, dedication, and concentration. Demerouti and Cropanzano (2010) argue that engaged employees can translate motivation into stronger work behavior. Rich *et al.* (2010) also found that job engagement predicts task performance and broader work performance. In the hospital setting, engaged non-medical employees are more likely to work accurately, respond faster, coordinate better, and maintain service discipline.

This result also agrees with Lee and Jo (2023), who found that employee engagement mediates the relationship between the JD-R model and performance. Al-Fuqaha *et al.* (2025) further showed that work engagement plays a role in public hospital performance. These findings suggest that hospital managers should treat engagement as a work condition that grows through proper management practices. Engagement does not come only from personal motivation. Employees need clear roles, manageable workload, supportive supervisors, and fair recognition to keep their work energy stable. The direct effect of POS on Job Performance was not significant. This result requires careful interpretation. It does not mean that organizational support lacks value. Rather, POS may not improve performance unless employees first convert that support into stronger work engagement. This finding differs from Guan *et al.* (2014) and Karatepe and Aga (2016), who found a positive link between organizational support and performance. The difference may occur because job performance depends on many factors, including ability, workload, role clarity, supervision quality, and employee readiness to use the support provided. Armstrong (2018) also argues that performance should be judged through role execution, work behavior, and resource use, not only final output.

The mediation result gives the clearest explanation. Work Engagement fully mediates the relationship between POS and Job Performance. POS increases engagement, and engagement then improves performance. This finding is consistent with Caesens and Stinglhamber (2014), Jimoh (2025), and Şanlıöz *et al.* (2023), who linked organizational support, engagement, and performance through employee psychological processes. Adler and Koch (2017) also remind that job demands and job resources need balance. For RSUD Waled, the practical message is clear: support must build employee engagement first. Management can do this by improving supervisor responsiveness, workload fairness, recognition systems, communication quality, and work facilities that match daily operational needs.

5 | CONCLUSIONS AND FUTURE WORK

This study concludes that Perceived Organizational Support has a positive and significant effect on Work Engagement, and Work Engagement has a positive and significant effect on Job Performance. However, Perceived Organizational Support does not have a significant direct effect on Job Performance. These findings indicate that organizational support improves performance through an internal psychological process, namely Work Engagement as a full mediator. In other words, employee performance increases when organizational support first strengthens employees' energy, dedication, and focus at work. Practically, hospital management should strengthen organizational support through fair policies, responsive supervisory support, appropriate reward systems, clear communication, and better workplace facilities. These efforts can increase Work Engagement and support better Job Performance among non-medical employees. This study has several limitations. The number of respondents was relatively small, and the research period was short, so the findings may not fully reflect broader and more dynamic organizational conditions. This study also focused on one hospital, which may restrict the generalization of the results to other healthcare institutions. Future researchers should involve more diverse respondents from different hospitals or service organizations. Further studies can also add variables such as job satisfaction, organizational commitment, self-efficacy, leadership style, workload, or compensation to build a stronger research model and provide a clearer explanation of employee performance.

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