

The Influence of Organizational Support on Employee Performance Through Employee Engagement at Pt Kereta Api

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Abstract

This study aims to analyze the effect of Perceived Organizational Support on Employee Performance with Employee Engagement as an intervening variable on employees of PT Kereta Api Pariwisata. Perceived organizational support is one of the important factors that affect employee performance through employee involvement in carrying out tasks. This study uses a quantitative method with the Partial Least Squares approach involving 149 employees as respondents Employee Performance. Employee Performance. This finding confirms that good Perceived organizational support will increase employee engagement, which ultimately has an impact on improving employee performance. The implications of this study provide recommendations for company management to continue to improve perceived organizational support in terms of employee welfare and two-way communication policies to strengthen employee engagement and performance.

Keywords: Perceived Organizational Support, Employee Engagement, Employee Performance

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INTRODUCTION

Human resources (HR) are a very important and inseparable component of an organization or company. HR plays a very important role in the progress of the organization to achieve the set goals. Skilled, character-driven human resources who can collaborate with teams and superiors are necessary to ensure the company's operations run smoothly. In addition, businesses must create an environment where employees and the company are engaged in mutually beneficial or reciprocal relationships (Dian Wahyu et al., 2024). Therefore, to ensure that human resources can contribute optimally to achieving organizational goals, a system capable of measuring and improving employee performance effectively is needed. Employee performance as a ranking system that can be used by the company to assign value or output to an employee. Employee performance is not just simple information for promoting an employee's position or as a basis for the company to determine employee wages, but it can also be used as motivation for an employee and, most importantly, can provide improvements to performance decline, even preventing its deterioration (Victoria O. et al., 2019). It is very important for an organization to know what factors may influence employees. One example is the perception of organizational support or Perceived Organizational Support (POS),

which is the employees' view of an institution and reflects the extent to which the institution appreciates their contributions for the well-being of individual workers. Institutions generally provide positive support that brings various benefits to employees (Rahardjo & Raharja, 2023). According to Rhoades & Eisenberger (2002), Perceived Organizational Support (POS) is an approach that aims to emphasize employees' perceptions, the level of appreciation and support provided by the organization for their contributions, and how ready the organization is to assist employees when they need it. With this company support, an employee can continue working at the company even though there are pressures that cause an imbalance between work time and personal life. By reducing this imbalance, job satisfaction increases and the desire to leave the company can be minimized. Perceived Organizational Support (POS), or perceived organizational support, is very important in the business world because it can provide a sense of control and stability to employees (Tetteh et al., 2020). This enables them to better cope with job challenges and remain within the organization.

According to the research by Rahardjo & Raharja (2023), a significant relationship was found between Perceived Organizational Support and employee performance. Perceived Organizational Support (POS) plays a very important role for companies in improving employee performance, or in other words, the higher the level of Perceived Organizational Support, the better the performance shown by employees. However, as stated by the results of 4 previous studies by Rosid et al. (2024), no positive influence is shown from that statement. The research results from Putu et al. (2023) show that organizational support perception has a positive and significant correlation with employee performance, which means that if organizational support perception is increased, employee performance will also improve. However, research by Dudija et al. (2024) found that the correlation between organizational support perception and employee performance is not significant. Moreover, support from supervisors to employees has not yet been able to improve the quality and quantity of employees' work. The quality and quantity of work have been monitored and measured well so that they can run smoothly. Direct support from the organization or superiors is not required to monitor and measure the quality and quantity of employees' work, allowing the work process to run smoothly according to the established standards. Targets must be met by each employee, so they work in harmony with the targets and maintain consistent work quantity. Based on the differences in the results of previous research that have been explained, it shows that there is inconsistency in the research. Therefore, further research was conducted to determine whether the tested variables affect the performance of employees at PT Kereta Api Pariwisata. One of the subsidiaries of PT Kereta Api Indonesia, namely PT Kereta Api Pariwisata, is one of the pioneers of the railway tourism industry in Indonesia. The products and services offered include tour packages that use tourist trains as the main mode of transportation, supported by five additional transport services, as well as extra services such as domestic and international tickets. Tour packages can be arranged for both individuals and groups, covering accommodation, travel document processing (Passport, Visa, and insurance), Tour & Mice, Shower & Locker Facilities, Gambir Transit Suite Hotel, and the management of the historical tour of Lawang Sewu.

Based on the key performance indicators evaluated every 6 months, a fluctuating performance graph is produced. The phenomenon found regarding employee performance tends to be less satisfactory. It can be seen from the graph from Q1 2022 - Q1 2023 that there was a peak increase in Q1 2023 reaching 80%, but in Q2 2023 there was a drastic decline to 65%, followed by an increase in Q1 2024 to 70%. However, the target for the assessment of the 6 performance metrics that the company aims to achieve is 85%, whereas based on quarterly performance, none have reached the

target. Therefore, it is important to investigate the issues occurring in the company by conducting an interview with Mr. Febrian Prasajo, the HRD Manager of PT. Kereta Api Pariwisata.

Based on the statement delivered by the HRD Manager of PT Kereta Api Pariwisata, it can be concluded that the implementation of perceived organizational support, such as company support to employees, training programs, and supporting facilities, has been well implemented for the employees. Then, regarding employee engagement, the company has implemented it well, such as involving employees in the decision-making process and encouraging two-way communication between management and employees, which shows that there is a good employee attachment to the company. However, there is a difference in the interview results between managers and employees. When interviews were conducted with employees of PT Kereta Api Pariwisata, they felt that the organizational support currently provided was inadequate to support optimal performance. The company has not yet given special attention to mental well-being aspects, and the available facilities and training are limited. In terms of two-way communication between management and employees, employees feel that communication tends to be lacking because sometimes the company makes decisions without prior communication with employees, which ultimately harms the employees. Based on the differences in statements between managers and employees, there are indications of issues related to the variables of perceived organizational support and employee engagement in the company. Employee Engagement is an interesting concept that refers to the condition where employees feel actively involved and enthusiastic in carrying out their tasks and responsibilities. Employees are also willing to invest their time and effort to achieve the set goals (Fajardika et al., 2022). Employee Engagement is the emotional, cognitive, and physical involvement that drives employees to complete tasks related to their work with a deep sense of satisfaction and enthusiasm. Behaviors related to employee tasks, which include aspects of work, attendance, and individual roles, reflect their level of engagement. The strong enthusiasm among employees indicates greater engagement (Witriaryani et al., 2022). So far, various studies have been conducted to examine how Perceived Organizational Support (POS) affects employee performance, as well as how employee engagement contributes to the improvement of their performance. However, there are still few studies that link employee performance with both. Moreover, previous research has yielded different findings. One study by Fetriah & Herminingsih (2023) found that the perception of organizational support has a positive and significant impact on employee performance through employee engagement as a mediating variable. Another study by Sadewo & Kurniawan (2024) found that perceived organizational support has a negative and significant impact on employee performance. Therefore, the results of this study are expected to provide additional analysis regarding the influence of employee engagement as an intervening variable on the effect of Perceived Organizational Support (POS). Based on the explanation and previous research results, the upcoming research will be titled “The Influence of Organizational Support on Employee Performance through Employee Engagement at PT Kereta Api”.

LITERATURE REVIEW AND HYPOTHESES

Employee performance

Performance is defined as an activity carried out to complete tasks and responsibilities in line with the established goals and expectations. According to Viswesvaran & Ones (2000), employee performance encompasses actions, behaviors, and work results that can be measured based on the

tasks performed to achieve the company's goals. Performance can also be interpreted as an individual's success in completing the assigned tasks. The level of success of an employee depends on the specific functions of their job, which are manifested in various activities over a certain period. Thus, performance achievements are evaluated based on applicable standards and aligned with the type of work being performed. According to Anwar, Komariyah, Edison. (2016), performance is the result of a process that is assessed and measured over a certain period based on previously established regulations or agreements. If at every level of the organization there is a performance ineffectiveness, then it should be regarded as a signal for management to make improvements in various aspects of the company.

Perceived Organizational Support

Perceived Organizational Support (POS) is defined as the way employees perceive that their contributions are valued and their well-being is considered by the organization (Neves, 2014). When employees perceive that their work receives attention and appreciation from the organization, the tendency to identify themselves as part of the organization will increase. According to Eisenberger et al. (1986), Perceived Organizational Support (POS) is the belief held by employees regarding the organization they work for, which ultimately shapes their perception of the extent to which the organization values their contributions and considers their well-being.

Employee Engagement

Employee engagement refers to the level of enthusiasm and dedication felt by employees towards their work. This concept includes the emotional and psychological attachment of employees to the organization, coworkers, and company goals. According to Robbins et al. (2017), engagement is a form of employee attachment, satisfaction, and enthusiasm for the tasks being carried out. If the attachment to the company is formed well and comfort and satisfaction in the work environment are felt, then employee performance can increase to support the success of the company. According to Schaufeli et al. (2006), employee engagement is defined as a positive mental condition that arises in completing work. The three main elements that characterize it include vigor (energy strength and mental resilience when working), dedication (full involvement in work), and absorption (the ability to stay focused and enjoy works).

Hypothesis Development

The Influence of Perceived Organizational Support on Employee Performance at PT Kereta Api Pariwisata Employees

According to Astuty & Udin (2020), Perceived Organizational Support (POS) can be understood as a form of cooperation or support necessary for tasks to be completed effectively. Employees naturally form a general perception of the extent to which the organization values their contributions and pays attention to their well-being. This, in turn, strengthens loyalty and improves their performance. However, the research conducted by Rosid et al. (2024) shows that Perceived Organizational Support does not have a significant impact on employee performance. The lack of prompt responses from the organization to feedback and suggestions provided by employees is considered a factor that hinders performance improvement. According to Rahardjo & Raharja (2023), the higher the level of Perceived Organizational Support, the better the employee performance. Their findings also emphasize that Perceived Organizational Support (POS) is an important factor for

companies in their efforts to enhance workforce productivity. Based on these various opinions, it can be concluded that employees who feel valued and acknowledged for their contributions by the company tend to show more optimal performance. Thus, the greater the level of Perceived Organizational Support (POS) felt, the higher the dedication and performance shown by employees in achieving the company's goals.

H1: Perceived Organizational Support has a positive and significant impact on Employee Performance among employees of PT Kereta Api Pariwisata

The Influence of Perceived Organizational Support on Employee Engagement Among Employees of PT Kereta Api Pariwisata

According to Vinolia Putri Meidyntania & Agus Frianto (2024) Perceived Organizational Support (POS) has a positive and significant impact on employee engagement. Good support from the company allows employees to form a positive perception of the organization, thereby increasing their attachment to the company. Research conducted by Addin Eka Septiani & Agus Frianto (2023) also shows that Perceived Organizational Support (POS) has a positive impact on employee engagement. When employees feel involved and have responsibilities towards the company, their level of engagement with the organization tends to increase. According to Firnanda & Wijayati (2021), Perceived Organizational Support (POS) has a significant impact on employee engagement. Companies that consistently provide support, both in the form of material and moral assistance, help shape a positive perception among employees. From various studies, it can be concluded that the greater the attention and appreciation given by the company towards employee contributions, the higher the attachment they feel towards the organization. Thus, the increase in Perceived Organizational Support (POS) is directly proportional to the level of employee engagement within the company.

H2: Perceived Organizational Support has a positive and significant impact on Employee Engagement among Employees of PT Kereta Api Pariwisata.

The Influence of Employee Engagement on Employee Performance at PT Kereta Api Pariwisata Employees

According to Badrianto & Maryadi (2023), employee engagement has a significant relationship with employee performance. Employees who are actively engaged in their work tend to have high motivation and strong commitment to achieving organizational goals. Emotional attachment to work creates intrinsic motivation that drives their success. That motivation and commitment directly impact performance improvement, where the productivity of engaged employees is higher, and work is done more efficiently and effectively. The research conducted by Muhammad Agus Hali (2019) shows that employee engagement or employee involvement in work has a significant impact on employee performance. A similar finding was revealed in the research by Ahmad Fairuz Abadi (2024), which states that employee engagement can improve employee performance, as the higher the level of employee engagement, the better the performance produced. Based on various studies, it can be concluded that employee engagement plays an important role in enhancing work enthusiasm and love for the job, which ultimately has a positive impact on their dedication to improving performance.

H3: Employee engagement has a positive and significant impact on Employee Performance at PT Kereta Api Pariwisata employees.

The Influence of Employee Engagement Mediates Perceived Organizational Support on Employee Performance at PT Kereta Api Pariwisata Employees

According to the research by Putu et al. (2023), the influence of perceived organizational support on employee performance becomes more optimal when mediated by employee engagement. A strong attachment between employees and their work will enhance their performance, where the main influencing factor is the support provided by the organization. The research conducted by Fetriah & Herminingsih (2023) shows that full employee engagement has mediated the relationship between perceived organizational support and employee performance. This shows that employee engagement acts as an additional factor that strengthens the influence of perceived organizational support on performance. However, different results were found in the study by Sadewo & Kurniawan (2024) which stated that in their research, employee engagement could not mediate the relationship between perceived organizational support and employee performance.

H4: Employee Engagement mediates the relationship between Perceived Organizational Support and Employee Performance among employees of PT Kereta Api Pariwisata.

METHODS

This research is descriptive in nature with a quantitative approach. According to Augusty Ferdinand (2014), quantitative research is research whose analysis is based on numerical data (numbers) and processed using statistical methods. In this study, the influence of the variables being examined will be tested quantitatively, therefore this research tests the influence of “The Influence of Organizational Support on Employee Performance through Employee Engagement at PT Kereta Api”. According to Augusty Ferdinand (2014), a population is a generalization area consisting of objects or subjects with certain characteristics that have been determined by the researcher to be studied and concluded. Population does not only refer to the number of objects or subjects being studied, but also includes all the characteristics possessed by those subjects. In this study, the population of 32 consists of permanent employees of PT Kereta Api Pariwisata, totaling 149 people.

A sample is defined as a part of the population that has similar characteristics and is considered capable of representing the population. According to Augusty Ferdinand (2014), determining a sample requires an appropriate sampling method to produce a representative sample and provide an accurate depiction of the population. In this study, the sample includes all employees of PT Kereta Api Pariwisata, due to the relatively small population size, which is 149 employees. The sampling method used is the saturated sampling technique (census), where the entire population is used as the sample (Sugiyono, 2014). Quantitative data is used in this research, namely numerical data that is analyzed and processed using mathematical and statistical calculations (Risadiana Chandra Dhewy, 2022). According to the definition provided by Fadilla & Wulandari (2023), this is defined as "quantitative data, which is presented in the form of numbers, statistical processing, structure, and controlled experiments that are facilitated through the distribution of questionnaires." The data that will be collected in this research will be in the form of numbers distributed through a questionnaire with a Likert scale.

Primary data is a type of data collected directly from the subjects or objects of the research (Darwin & Muhammad, 2021). This data was collected from respondents through questionnaires or

surveys sent directly via Google Forms. Google Forms is a web-based software developed by Google to facilitate the creation of forms and surveys online or over the network. A questionnaire is a research tool that contains a set of systematic questions that must be responded to or answered by respondents based on their perspective (Fadilla & Wulandari, 2023). The measurement of employee performance, perceived organizational support, and employee engagement is conducted based on the responses provided by the respondents. In this study, the questionnaire was measured using a Likert scale, which provides answer choices in the form of levels as shown in the table. The use of the Likert scale aims to measure respondents' attitudes and views towards the social phenomena that are the subject of the research. The variable being measured is first operationalized into indicators, then arranged in the form of questions or statements to be given to the respondents.

Tabel 1. Variables Descriptive

Variables	Indicator
Employee Performance	Quality of work, Quantity of work, Timeliness, Ability to cooperate, Ability to perform tasks (Viswesvaran & Ones, 2000).
Perceived Organization Support	The company value employee well-being, cares for employees, gives significant attention if employees have problems, and is proud of their employees work achievement (Eisenberger et al., 1986).
Employee Engagement	Employee Energetic in carrying out tasks, feeling energized while working, enthusiastic about completing tasks, inspired by their work, eager to go to work, happy to work intensively, proud to the work done, absorbed in their work, carried away by their work while working.

Source: Author's work

RESULT AND DISCUSSION

Descriptive Statistics

This survey is divided into two parts. The first part collects participants' personal information, such as age, gender, education level, work experience, and related categories. The second step is to create a questionnaire with a Likert scale ranging from 1 to 5, representing attitudes from "strongly disagree" to "strongly agree." Table 2 shows the number of employees of PT Kereta Api Pariwisata in the research sample based on individual profiles, age, education level, and length of service.

Tabel 2. Variables Measurment

	Categories	Amount	Percentage
Age	17-20 years	2	1.34%
	21-30 years	66	44.30%
	31-40 years	59	39.60%
	41-50 years	15	10.07%
	41-56 years	7	4.70%
Gender	Male	85	57%
	Female	64	43%
Education Level	SMA/ SMK	21	14.10%
	Diploma	4	2.70%
	Sarjana 1	96	64.40%
	Sarjana 2	27	18.10%
	Sarjana 3	1	0.70%
Working Hours	1-5 years	68	45.64%
	6-10 years	38	25.50%
	11-15 years	26	17.45%
	16-20 years	8	5.37%
	21-25 years	3	2.01%
	26-30 years	6	4.03%

Source: Smart PLS (2025)

Validity and reability

Validity testing is conducted to determine how valid a questionnaire or instrument is in research. This can be done to ensure that its validity is correct if the statements within it are able to understand what is meant by the questionnaire or instrument in the research (Sugiyono, 2022). To measure the validity of the research, it can be created and evaluated using convergent validity with outer loading analysis, and discriminant validity by considering the AVE (Average Extracted Variance) and cross loading values (Ghozali, 2021). The Discriminant Validity Test is used to assess the construct relationships for each variable, which is observed through the square root of AVE (Average Variance Extracted) and the cross-loading value. If the AVE value is greater than 0.5, then the discriminant validity value is considered good. If the AVE value is lower than 0.5, then the related indicator variables have a higher correlation value with their own latent variable (Ghozali, 2021).

Tabel 3. Variables Measurment

Construct	Item	Factor Loading	Composite Reliability	AVE	Crombach Alpha
Perceived Organizational Support	1_PO 1	0.912	0.940	0.805	0.940
	1_PO 2	0.900			
	1_PO 3	0.883			
	1_PO 4	0.875			
	1_PO 5	0.917			
Employee Performance	2_EP 1	0.857	0.927	0.773	0.927
	2_EP 2	0.890			

	2_EP 3	0.881			
	2_EP 4	0.873			
	2_EP 5	0.896			
Employee	3_EE 1	0.860	0.962	0.765	0.967
Engagement	3_EE 2	0.865			
	3_EE 3	0.890			
	3_EE 4	0.864			
	3_EE 5	0.889			
	3_EE 6	0.865			
	3_EE 7	0.891			
	3_EE 8	0.855			
	3_EE 9	0.892			

Source: Smart PLS (2025)

Construct validity shows how well the results obtained from the use of a measurement align with the theory used to define a construct. Construct validity consists of convergent validity and discriminant validity. Convergent validity can be seen from the loading factor results or from the Average Variance Extracted (Dibbern et al., 2016). From the table above, it can be seen that the loading factor value for each item is greater than 0.7 and the Average Variance Extracted (AVE) value for each research variable is greater than 0.5. Thus, it can be concluded that all variables have good convergent validity. In Table 3, the reliability test is also shown, which is conducted to examine the internal consistency of the measurement instrument. The reliability test compares the Cronbach's alpha value, which must be greater than 0.7, with the composite reliability value, which must be greater than 0.6. Each research variable has a Cronbach's alpha value greater than 0.7 and a composite reliability value greater than 0.6, indicating that the measurement tools used for these variables in this study are reliable.

Hypothesis Tested

The hypothesis test in this research study aims to provide answers to every research question that arises, as well as to determine the significance of the influence between the related variables. This test also aims to draw conclusions on whether the proposed hypothesis is accepted or rejected. The results of the hypothesis testing can be seen from the values of the original sample output, T-statistic, and P-values. The formula used for the t-test is as follows:

$$df = n - k \quad (1)$$

Explanation:

Df: Degree of freedom

n: Number of data or respondents

k: Number of variables

Thus, the degree of freedom in this research is $149 - 3 = 146$, and it was found that the t-table used in this research is 1.976 at a significance level of 0.05 or 5%.

Tabel 4. Path Coefficient Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistical (O/STDEV)	P Value
X → Y (H1)	0.384	0.377	0.164	2.340	0.019
X → Z (H2)	0.908	0.907	0.027	33.029	0.000
Z → Y (H3)	0.589	0.595	0.162	3.641	0.000

Source: Smart PLS, 2025.

Based on Table 4, it shows the path coefficient results as follows:

1. The Relationship between Perceived Organizational Support (X) and Employee Performance (Y) (H1).

The T-statistics value of 2.340 (greater than 1.976) with a P-value of 0.019 ($p < 0.05$) shows that Employee Performance (Y) is positively and significantly influenced by Perceived Organizational Support (X). The path coefficient of 0.384 indicates that an increase in perceived organizational support will impact the improvement of employee performance. Thus, the hypothesis can be accepted.

2. The Relationship between Perceived Organizational Support (X) and Employee Engagement (Z) (H2)

With a T-statistics value of 33.029 (greater than 1.976) and a P-value of 0.000 ($p < 0.05$), it was found that Employee Engagement (Z) is significantly influenced by Perceived Organizational Support (X). The path coefficient of 0.908 shows that the higher the support provided by the organization, the stronger the employees' attachment to their work. Therefore, the hypothesis can be accepted.

3. The Relationship between Employee Engagement (Z) and Employee Performance (Y) (H3)

The test results with a T-statistics value of 3.641 (greater than 1.976) and a P-value of 0.000 ($p < 0.05$) show that Employee Performance (Y) is significantly influenced by Employee Engagement (Z). With a path coefficient of 0.589, it can be concluded that the higher the employee engagement, the better the performance produced. Therefore, the hypothesis can be accepted.

Tabel 5. Indirect Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistical (O/STDEV)	P Value
X → Z → Y (H4)	0.534	0.540	0.149	3.578	0.000

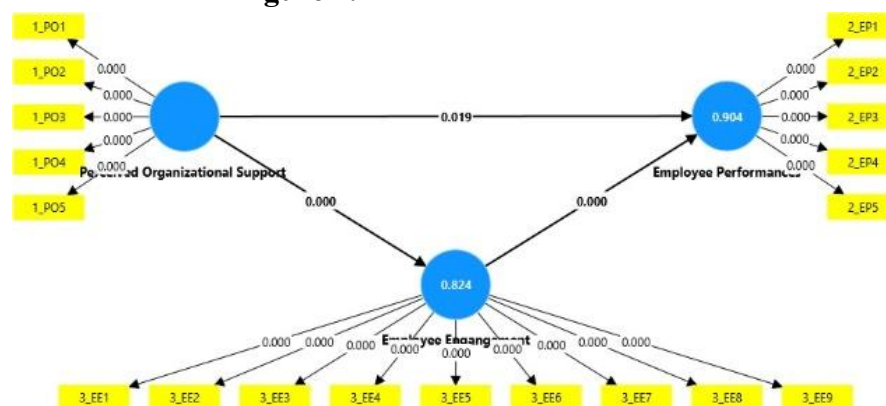
Source: Smart PLS, 2025.

Based on Table 5, the results of the indirect relationship test on the relationship X → Z → Y (H4) show that Employee Engagement (Z) acts as a significant mediator in the relationship between Perceived Organizational Support (X) and Employee Performance (Y).

This is evidenced by a T-statistics value of 3.578 (greater than 1.976) and a P-value of 0.000 ($p < 0.05$), indicating significance at a 95% confidence level. The path coefficient of 0.534 shows that the increase in organizational support perception not only directly impacts employee performance but also indirectly through increased employee engagement. Therefore, the hypothesis can be accepted.

Based on the analysis results, the direct effect of Perceived Organizational Support (X) on Employee Performance (Y) (H1) has a path coefficient of 0.384, indicating that perceived organizational support directly improves employee performance. However, when Employee Engagement (Z) is included as a mediating variable in the indirect relationship (H4), the path coefficient increases to 0.534. This indicates that the indirect influence through Employee Engagement is greater than the direct influence. In other words, although organizational support directly contributes to the improvement of employee performance, the impact becomes more significant when employee engagement is also taken into account. This indicates that organizations aiming to optimally improve employee performance need not only to provide direct support but also to ensure that employees feel engaged and motivated in their work.

Figure 1. Estimated Model Result



Source: Smart PLS 2025

The Influence of Perceived Organizational Support on Employee Performance at PT Kereta Api Pariwisata Employees.

The results of this study indicate that Employee Performance (EP) among employees of PT Kereta Api Pariwisata is positively and significantly influenced by Perceived Organizational Support (POS). This is evidenced by a T-statistics value of 2.340 (greater than 1.976) and a P-value of 0.019 ($p < 0.05$). This finding shows that the increase in the level of support provided by the organization contributes to the improvement of employee performance.

This research is also supported by several previous studies that prove the positive relationship between Perceived Organizational Support (POS) and Employee Performance (EP). According to Astuty & Udin (2020), when employees' contributions are appreciated and their well-being is attended to by the organization, their work motivation tends to increase, which ultimately impacts performance improvement. Research conducted by Rahardjo & Raharja (2023) also found that the higher the perceived level of organizational support, the better the performance produced by employees.

However, these findings contradict the results of Rosid et al (2024), which state that Perceived Organizational Support does not have a significant impact on employee performance. Therefore, the results of this study reinforce the view that the perception of organizational support plays a crucial

role in enhancing employee performance. Such support can be provided through fair compensation, appreciation of employee contributions, concern for their well-being, and the creation of a conducive work environment. Thus, PT Kereta Api Pariwisata is advised to continue strengthening its support for employees to encourage more optimal performance.

Therefore, the results of this study reinforce the view that such support can take the form of fair compensation, appreciation for employee contributions, concern for their well-being, and a conducive work environment. Therefore, PT Kereta Api Pariwisata can continue to enhance the forms of support for employees to encourage more optimal performance.

The Influence of Perceived Organizational Support on Employee Engagement Among Employees of PT Kereta Api Pariwisata

The results of this study show that Employee Engagement (EE) is positively and significantly influenced by Perceived Organizational Support (POS), with a T-statistics value of 33.029 (more than 1.976) and a P-value of 0.000 ($p < 0.05$), as well as a path coefficient of 0.908. These results indicate that when the level of perceived organizational support received by employees increases, their engagement with the company also rises. This result is in line with previous research which states that employee engagement can increase when the organization provides good support, as employees will feel valued and receive assistance in carrying out their tasks (Vinolia Putri Meidyantania & Agus Frianto, 2024).

Research by Addin Eka Septiani & Agus Frianto (2023) also shows that Perceived Organizational Support has a significant impact on Employee Engagement because employees who feel involved in decision-making and are given greater responsibilities tend to have a higher attachment to the company. The perception of organizational support provided through concern for employee well-being, fair policies, and appreciation for their contributions will create a stronger emotional bond between employees and the organization (Saks, 2006).

Furthermore, this research is also similar to the study conducted by Schaufeli & Bakker (2003) which states that employee engagement consists of three main dimensions, namely vigor, dedication, and absorption. High perceptions of organizational support will enhance these aspects because employees feel their work is valued and the organization cares about their well-being.

Based on the results of this study and supported by previous theories and research, it can be concluded that Perceived Organizational Support plays an important role in enhancing Employee Engagement among employees of PT Kereta Api Pariwisata. Organizations that actively provide support to employees, whether in the form of fair policies, recognition of contributions, and a supportive work environment, will encourage stronger employee attachment to the company. This will ultimately have a positive impact on employee commitment, motivation, and overall performance.

The Influence of Employee Engagement on Employee Performance at PT Kereta Api Pariwisata Employees

Based on the hypothesis testing results in this study, employee engagement has a positive and significant effect on employee performance with a path coefficient value of 0.589, a T-statistics value of 3.641 (greater than 1.976), and a P-value of 0.000 ($p < 0.05$). These results show that the higher the level of employee engagement with their work, the better the performance they demonstrate. In other words, employees with a high level of engagement tend to be more productive, motivated, and committed in carrying out their tasks, thereby contributing to the achievement of organizational goals.

The results of this study are similar to the research presented by Schaufeli & Bakker (2003), which explains that employee engagement is a positive psychological condition characterized by three main dimensions: vigor (enthusiasm and energy in work), dedication (pride and emotional attachment to work), and absorption (full concentration and immersion in work). When an employee possesses these three aspects, they will demonstrate better performance and have an intrinsic motivation to work more efficiently. This supports the findings in this study, where employee engagement has been proven to have a significant impact on improving employee performance.

In addition, this study also reinforces the findings of previous research conducted by Badrianto & Maryadi (2023), which states that employee engagement is closely related to the improvement of employee performance because engaged employees have higher motivation in completing their work. Employees who are emotionally engaged with their work will feel a greater sense of responsibility towards their job outcomes, leading them to work harder and produce better results for the company. Research conducted by Muhammad Agus Hali (2019) also found that employee engagement has a strong relationship with employee performance, as high engagement can enhance employee satisfaction and work effectiveness.

This research also supports the findings of Ahmad Fairuz Abadi (2024), which state that employee engagement can improve employee performance because engaged employees are more motivated to contribute their best to the company. When employees feel engaged and have a strong connection with the organization, they will show higher dedication and have a greater drive to achieve optimal results.

The results of this study are consistent with previous theories and research that show employee engagement plays an important role in improving employee performance. Therefore, PT Kereta Api Pariwisata needs to continuously enhance employee engagement by providing a supportive work environment, ensuring organizational justice, and offering aligned rewards so that employees feel valued and more connected to the company. These efforts can help the company improve productivity and achieve its business goals more optimally.

The Influence of Employee Engagement Mediating Perceived Organizational Support on Employee Performance at PT Kereta Api Pariwisata Employees

Based on the hypothesis testing results shown in Table 4.11, it was found that employee engagement (Z) significantly mediates the relationship between perceived organizational support (X) and employee performance (Y), with a path coefficient value of 0.534, T-statistics = 3.578 (greater than 1.976), and P-value = 0.000 ($p < 0.05$). This shows that employee engagement acts as a mediating variable that strengthens the relationship between perceived organizational support and employee performance. In other words, the higher the perceived organizational support felt by employees, the higher their level of employee engagement, which ultimately improves their performance within the organization.

These results are also similar to the research conducted by Putu et al. (2023), which shows that employee engagement plays an important role in mediating the influence of perceived organizational support on employee performance. In that study, employee engagement was proven to enhance the positive impact of perceived organizational support on performance, which shows that a good perception of organizational support will be more effective in improving performance if employees feel engaged in their work. This is also supported by the research of Fetriah & Herminingsih (2023) which found that employee engagement successfully mediates the relationship

between perceived organizational support and employee performance, showing that without employee involvement, organizational support may not directly improve performance.

However, these results differ from the findings of Sadewo & Kurniawan (2024), who found that employee engagement cannot mediate the relationship between perceived organizational support and employee performance. This difference could be caused by variations in industry, organizational culture, or differing levels of employee engagement among the studied populations.

Therefore, the results of this study affirm that employee engagement is a key factor that strengthens the impact of perceived organizational support on employee performance. PT Kereta Api Pariwisata can improve its employees' performance not only by providing good organizational support but also by ensuring that employees feel emotionally and psychologically engaged in their work. Steps, such as improving communication, providing aligned rewards, and creating a positive work environment, can further strengthen employee engagement and enhance their productivity.

Written table.

CONCLUSION AND SUGGESTION

Perceived Organizational Support (POS) directly influences employee performance.

The findings of this research confirm that employees who perceive strong organizational support demonstrate higher performance levels. This is reflected through increased motivation and productivity in achieving organizational goals. Organizational support includes recognition, fair treatment, concern for employee welfare, and conducive work conditions—all of which contribute positively to performance outcomes.

POS also significantly enhances employee engagement.

When employees feel supported, appreciated, and included in decision-making processes, they tend to form stronger emotional and psychological bonds with the organization. The study validates this by showing that POS has a high path coefficient toward engagement, highlighting its central role in fostering dedication, vigor, and absorption—core elements of employee engagement.

Employee engagement significantly drives performance.

Engaged employees display greater motivation, responsibility, and enthusiasm in their work. This directly translates into improved job performance. The statistical results support that the more engaged employees are, the better their work outcomes, validating prior theories such as those by Schaufeli & Bakker regarding the psychological dimensions of engagement.

Employee engagement mediates the effect of POS on performance.

This study offers an important contribution to resolving inconsistencies in previous findings about the direct relationship between POS and performance. It shows that employee engagement acts as a mediating variable that strengthens this relationship. While POS directly influences performance, its effect becomes more substantial when channeled through high levels of engagement. This confirms the theoretical argument that mediation variables help explain the varying findings in previous literature.

Managerial Implications

1. The company is expected to strengthen support for employees by providing appreciation for their contributions, ensuring adequate work facilities and infrastructure, and paying comprehensive attention to their mental and physical well-being.
2. Management can enhance employee engagement by involving them in the decision-making process, promoting effective two-way communication, and implementing performance-based reward programs as a form of recognition for their achievements.
3. Human resource management policies should focus on providing sustainable organizational support—financial, psychological, and professional development—in order to reinforce employee attachment and improve performance optimally.

Research Limitations

1. The considerable distance between the researcher's residence and the location of the research object posed a challenge in the data collection process. The researcher had to undertake lengthy travel while managing time and costs required for direct observations and interviews.
2. Additionally, some employees who were selected as research samples worked in offices located in different regions. This required the researcher to adopt more effective coordination strategies and ensure that the data obtained remained accurate and representative despite geographical constraints.

Suggestions for Future Research

1. Further research could develop the research model by adding moderating variables, such as organizational culture or leadership style.
2. This research can be used by academics to develop a new, more complex, and specialized research model.
3. The company is expected to enhance organizational support programs, such as appreciating employee contributions, paying attention to employee welfare, caring for employees, giving significant attention if employees have problems, and being proud of their employees' work achievements

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