THE IMPORTANCE EMPLOYEE ENGAGEMENT IN MEDIATING PERCEIVED ORGANIZATIONAL SUPPORT ON JOB PERFORMANCE

Syaifull Hasani
Program Doktor Ilmu Management, Universitas Negeri Malang, Malang, East Java, Indonesia
*Email: syaifulhasanirisal@gmail.com

Madziatur Churiyah
Universitas Negeri Malang, Indonesia

Abstract: Employee engagement mediates work performance and perceived organisational support in this study. This study examines how perceived organisational support affects job performance, employee engagement, and job performance in shoe SMEs in East Java, as well as whether employee engagement mediates the relationship between the two. Partial Least Squares regression using SmartPLS version 3.0 showed that perceived organisational support directly affected job performance. This suggests that organisational effectiveness improves with perceived support. Employee involvement indirectly impacts job performance. However, the indirect effect is still smaller than the direct effect of perceived organisational support on job performance, indicating that employee engagement owned by company employees cannot mediate the relationship. To boost employee performance, an organisation must increase perceived organisational support. To test model mediation, review employee involvement. Assessing employee performance and organisational support requires further assessments. Employee engagement can be influenced by internal and external influences, unlike many researches.

Keywords: perceived organisational support, employee engagement, job performance, small and medium enterprises

INTRODUCTION

The creation of the 4.0 industrial revolution era, which has a significant impact on all sectors associated to industrial activity, marks the rapid expansion of industry. Human resources are an important factor in accomplishing organisational objectives. Human resources are valuable assets since they decide the company's survival; therefore, they must continue to receive training and enhance their abilities in both quality and quantity. Where strong human resource management serves as the company's fundamental foundation for achieving its programmes and objectives to the greatest extent possible (Abadi et al., 2020). With good human resource management, the achievement of company goals will be more efficient (Wahyuni, 2019).

Cintani and Noviansyah (2020) state that performance is the result of work obtained by employees or the actual behavior produced by employees in their role in the company. Efforts to improve employee performance should be considered by the company by continuing to provide
training in work behavior and be professional (Nadeak, 2019). Information about employees is a very important aspect used as an evaluation material to measure how far the performance process that has been carried out by employees at the company so far has been carried out in accordance with the company's vision (Aziz, 2018). In research conducted by Agustiningrum 2016, it is known that the results show that perceived organizational support has a negative effect on employee performance, therefore in this study the authors want to update the research by adding employee engagement as a variable that mediates between perceived organizational support and employee performance, so that it is hoped that this research will produce better and more complete research than previous research.

In the company, employees try to learn, remember and pay attention, and expect support obtained to support employee performance improvement (Agustiningrum, 2016). If employees think that the support from the company that has been received is great, a positive perception will arise so that it has an impact on performance results. Perceived organizational support has a direct and significant effect on the level of employee performance, meaning that the higher the level of perceived organizational support, the better the work results. However, contradictory statements were found, which showed that perceived organizational support had a negative effect on employee performance, meaning that the higher the perceived organizational support, the lower the performance (Agustiningrum, 2016). Although employees receive large compensation, the level of fairness, reward for work, and comfort obtained is less than satisfactory. This will cause prolonged saturation so that it reduces performance (Nabila & Ratnawati, 2020).

Level perceived organizational support makes employees feel obliged to give feedback to the company according to their abilities, one form of which is through employee engagement (Prastyo et al., 2020). Prastyo et al. (2020) states that employee engagement is a condition in which employees feel they participate in their work so that it can affect employee performance. Wahyuni (2019) stated that employee engagement is a relationship that involves employee attachment to company commitment and company values. Employees will be able to improve their performance if they have close involvement in the company such as a sense of comfort and start liking things around them, both with their responsibilities and roles as well as their work environment (Rustono & Fattah, 2015). Agus (2019) dan Lewiuci & Mustamu (2017) stated that employee engagement has a significant positive effect on employee performance. However, it is different from Joushan et al. (2015) who state that employee engagement does not significantly affect employee performance.

The results of an interview with one of the shoe small and medium enterprises (SMEs) employee in East Java who conveyed in order to achieve the company's goals, professional and high-performing employees are needed, but what has happened in the last few months has experienced a decline in the performance of employees in the production department.

This is indicated by the total production capacity of 300 pairs of shoes per month to now only produce 250 pairs. Indrasari (2017) explains that performance will always be an actual issue of the organization because whatever the form of the organization, performance is the key to the effectiveness of success. The theoretical description above strengthens that employee engagement is an important factor in mediating the effect of perceived organizational support on performance. Therefore, the researchers tried to analyze these variables on the object of research, namely shoe small and medium enterprises (SMEs) employees East of Java. This is due to the fact that these aspects are not yet optimal for employees. Initial assessments revealed that the
majority of employees had an acceptable level of performance. Nonetheless, there are still those employees whose performance is below average.

Perceived Organizational Support. According to Zagenczyk et al. (2021) suggested measurement There are eight characteristics of perceived organisational support: admiration for contributions, concern for welfare, concern for job satisfaction, appraisal of work performance, appreciation for additional effort, care for complaints, punishment for errors, and a great deal of attention to personnel. Recognition for contributions, concern for welfare, concern for job satisfaction, evaluation of work performance, admiration for additional effort, care for complaints, rebuke for errors, and a high level of employee focus. This study uses these eight indicators to measure the level of perceived organizational support that exists in the company.

Employee Engagement. Employee engagement is literally defined as the effort or ability of an employee in doing the best possible task individually or in groups, where they must manage personal aspects such as energy, emotional, and positive cognitive abilities so that highly engaged show a desire to complete work-related tasks as well as possible, which indicates the level of loyalty to the company or related organization (Truss et al., 2013). Katili et al. (2021) stated that employee engagement is the extent to which an employee is able to fully involve himself in his work and is committed to achieving organizational goals by providing his best performance, and expressing himself physically and emotionally towards his work. Employee engagement is the psychological condition of employees who feel interested in achieving company success, so they are motivated to improve their performance (Ramadhan & Sembiring, 2019). Employee performance is the extent to which employees can implement company policies, both in achieving targets related to individual functions or demonstrating relevant capabilities for the company (Mamesah et al., 2016). Hanifah et al. (2016) explained that in measuring the level of employee engagement there are three indicators, namely vigor, dedication, and absorption. This study uses these three indicators to measure the level of employee engagement in the company.

Job Performance. According to Viswesvaran & Ones (2000) job performance refers to actions, behaviors and results that can be calculated and produced by employees related to employee contributions to organizational goals. Employee performance can be seen by the achievement of the company's vision and mission (Silviana, 2017). According to Cintani and Noviansyah (2020) employee performance is the result of work that has been completed by employees or actual behavior is realized according to their role in the company. Employee performance is very important to be considered as a step towards the process of achieving organizational goals through tenacity and professionalism in accordance with duties and responsibilities (Indrasari, 2017). So that it can be interpreted that job performance is a result that has been achieved by an individual in doing their job duties so that it will have an impact on the goals of the organization itself. There are four indicators as a benchmark for employee performance developed from (Purnama et al., 2021; Siswono et al., 2016) namely quality, quantity, execution of duties, and business responsibilities. This study uses these four indicators to measure how much the level of job performance is in the company.

What distinguishes this study from other studies is that this study makes employee engagement as a variable that mediates the relationship between job performance variables and perceived organizational support variables. This study aims to first find out how the influence of perceived organizational support on job performance in shoe SMEs in East Java. The second is
to find out how the influence of perceived organizational support on employee engagement in shoe SMEs in East Java. The third is to find out how the influence of employee engagement on job performance in shoe SMEs in East Java. And the last is to find out whether the employee engagement variable is a variable that mediates between job performance variables and perceived organizational support. This last goal is what is superior or what makes this research different from previous studies.

METHODS

Research Design

In summary, the purpose of this study is to characterise and assess the association between perceived organisational support and employee engagement and work performance. In accordance with its aims, this research falls under the category of research. This study's design, when coupled with the paradigm of research methodology, is an explanatory research that aims to provide an explanation of the causal relationship between variables by testing hypotheses and to obtain appropriate testing in drawing causal conclusions between two or more variables by testing hypotheses (Sugiyono, 2018). Through empirical research, the hypothesis will be tested for truth.

Populasi dan sampel.

According to a famous researcher named Kline (1998), an adequate sample size should always be 10 times the number of parameters in a path analysis. The best sample size should be 20 times the number of parameters in the path analysis. This implies that 240 samples were collected. This study's sample size was 240 employees. Cluster random sampling is the sampling method utilised for this study. accordance with Sugiyono (2018) Cluster random sampling is a regional sampling method used to select the sample size when the item to be researched or the data source is vast.

Method of Data Collection

This study utilises the Likert scale for measurement. The distribution of questionnaires to a number of respondents includes remarks on study variables to elicit responses consistent with respondents' perceptions. To respond to all available statements using the Likert scale's five categories. In this study, weights range from one to five. This research questionnaire includes different responses such as highly agree with a score of 5, agree with a score of 4, less agree/neutral with a score of 3, disagree with a score of 2, and strongly disagree with a score of 1. (Sugiyono, 2018).

Data Analysis

Method The PLS analysis method in this study was carried out in two stages. The first stage is to evaluate the measurement model or outer model. The four criteria for assessing the outer model, namely dimensional reliability, internal consistency reliability, convergent validity, and discriminant validity have been met. The second stage is to evaluate the structural model or inner model which is carried out to see the relationship between the construct, significance value, and R-square of the research model. testing empirical models of PLS-based research with SmartPLS software (Ghozali, 2018).

Relationship Between Variables

Research which states that perceived organizational support is very important for employees because the presence of perceived organizational support can improve the
development of abilities and skills in doing work so that it is better and optimally carried out by (Wijaya & Le, 2021); (Ambarsari et al., 2021); (Tyas & Satria, 2021); (Frianto, 2022); (Fauzani et al., 2022). However, this is different from research (Frianto, 2022) that negatively organizational support does not significantly affect employee performance.

Research Prastyo et al., (2020); Pt & Arnos, (2021); Mokhtar et al., (2019); which revealed that perceived organizational support had a significant positive effect on employee engagement. In contrast to the research conducted by Wahyuni (2019) which states that there is no effect of perceived organizational support on employee engagement. According to Pt & Arnos (2021) employees with high perceived organizational support will be able to devote all their efforts, energy, and ideas to the organization so as to increase employee engagement.

Research states that employee engagement has a positive and significant effect on employee performance (Farida & Hendarsjah, 2022); (Bedagama & Tjahjaningsih, 2021); (Fidyah & Setiawati, 2019); (Nabila & Ratnawati, 2020); (Yatimin, 2021). However, there is a difference with research conducted by Rahmadalena & Asmanita (2020) that employee engagement is not significant to employee performance, this is because employees will continue to do their work in accordance with operational standards at work. Employees who feel that they are involved in continuing to immerse themselves in their work positively will be able to influence their co-workers so that employees will not only improve their performance individually but are able to influence their performance as team work (Govender & Bussin, 2020).

Perceived organizational support is the perception of the extent to which the company values participation, and cares about employee welfare. the obligation of employees to support the company in achieving its goals, commitment to the company, and the expectation of being rewarded when employees improve their performance (Mokhtar et al., 2019). Research Prastyo et al., (2020) show that there is a significant positive effect of perceived organizational support on employee performance through employee engagement. However, according to Wahyuni, (2019) stating that no there is an effect of perceived organizational support on employee performance through employee engagement.

RESULTS AND DISCUSSION

From the results of the research conducted, it was found that the perception of organizational support and employee engagement had a direct and significant effect on job performance. These results can be seen from the research conducted using the indicators of each variable that describes the variable itself, in the study it was found that the indicator of perceived organizational support and the indicator of employee engagement had a direct and significant effect on the job performance indicator, which means it shows that perceived organizational support and employee engagement have a direct and significant effect on job performance. This shows that when perceived organizational support and employee engagement are good, the better the company's job performance. Conversely, the worse the perceived organizational support and employee engagement, the worse the company's job performance. The results of the study found that perceived organizational support has a positive effect on employee engagement, through the results of this study indicate that the better the perceived organizational support, the better the employee engagement. Conversely, the worse the perceived organizational support, the worse the employee engagement. The results showed that employee engagement has a positive effect on job performance, through the results of this study indicate that the better the employee
engagement, the better the job performance. Conversely, the worse the employee engagement, the worse the job performance. In the results of the study found that the results of the mediation test also show that employee engagement does not provide a mediating role, this indicates that the mediation of employee engagement between perceived organizational support on job performance is not stated as mediation. So this study shows the conclusion that increasing employee engagement does not make the influence between perceived organizational on job performance increase, which can be interpreted that employee engagement cannot act as a mediating or connecting variable between perceived organizational and job performance.

Structural Model Testing Results

Inner Model Test. Structural models focus on hypothesized relationships or pathways between latent variables. The results of the inner model test can be seen in Figure 1.

In the scheme above, it can be seen that the indicators representing Perceived organizational support are Appreciation for contributions, great attention to employees, concern for complaints, reprimands if there are mistakes, and concern for welfare. Indicators representing employee engagement are enthusiasm, dedication, and absorption. Indicators representing job performance are quality, quantity, task execution, and job responsibilities. The structural model was evaluated using R-square for the dependent construct and t-test and the significance of the coefficients of the structural path parameters.

Structural model evaluation consists of various variables and their corresponding indicators and is used to evaluate the level of correctness of the model in the research as a whole. Model fit (goodness of fit models) refers to an index and measurement of the quality of the link between latent variables developed within a research concept framework. Using R-square and Q-square predictive relevance, the PLS analysis fitness models employing R-square and Q-square predictive relevance. The findings of the model's goodness of fit are summarised in the table below:

According to Table 1, the job performance R-square value is 0.840, or 84%. 84% of the variance in job performance characteristics may be explained by perceived organisational support and employee engagement, according to these findings. In other words, the contribution of perceived organisational support and employee engagement to job performance is 84%, and the remaining 16% is attributable to variables that were not examined in this study. The employee engagement r-square value is 0.316, or 31.6%. According to these results, the variability of employee involvement can be explained by the 31.6% perceived organisational support. In other words, the contribution of perceived organisational support is 31.6%, but the remaining 68.4% is attributable to variables that are not explored in this study.

In terms of the predictive value of Q square, the job performance variable has a value of 0.712. Research demonstrates that perceptions of corporate support and employee engagement are highly predictive of job performance. The employee engagement variable has a Q-square predictive significance of 0.504. This indicates that perceived organisational support strongly predicts employee engagement.

Validating Hypotheses SmartPLS version 3.0 is used for testing results in this study on the grounds that it can find nonlinear correlations between latent variables and correct path coefficient values based on these relationships. The hypothesis is either accepted or rejected. The outcomes of testing the entire hypothesis are detailed in the following section.
Effect Direct Validating Hypotheses As shown in Table 2, the results of testing the hypothesis and the path coefficients of direct influence between perceived organisational support and employee engagement on work performance are shown.

The path coefficient for the influence of perceived organisational support on work performance is 0.811, and the t-statistic of 23.485 is bigger than the t-table with a significance level (p-value) of 0.000. If the t-statistic is bigger than the t-table and the p-value is less than the significance level (= 0.05), there is empirical support for the influence of perceived organisational support on job performance. So, the greater the perceived organisational support, the greater the effect on job performance. Thus, it may be argued that perceived organisational support influences job performance positively.

Indirect Effect Hypothesis Testing

The results of testing the effect of perceived organizational support on employee engagement have a path coefficient value of 0.562 and the t-statistic value of 9.867 is greater than the t-table with a significance level (p-value) of 0.000. Considering the t-Statistic 9.867 is greater than the t-table and the p-value 0.000 is smaller than the level of significance (α = 0.05), then there is evidence that empirically accepts the effect of perceived organizational support on employee engagement. That is, the better the perceived organizational support will have an impact on increasing employee engagement. Thus it can be concluded that perceived organizational support positive effect on employee engagement.

The results of hypothesis testing and the path coefficient of indirect influence between perceived organizational support on job performance with variable employee engagement as a mediation can be presented in Table 3 below.

The direct influence of each variable are as follows:
In the analysis of indirect effects, it can be seen that perceived organizational support affects job performance, this is known from the results of research showing a coefficient value of 0.95 and a calculated t value of 2.774 greater than the t table with a significance level (p-value) of 0.006 less than the level of significance (α = 0.05), so there is evidence that empirically accepts the effect of perceived organizational support on job performance. This means that the better perceived organizational support will have an impact on improving job performance. Thus it can be concluded that perceived organizational support has a positive effect on job performance.

Empirically, the results of this study indicate that perceived organizational support in the company is able to increase job performance. This happens because perceived organizational support prioritizes care, welfare, attention, appreciation and reprimand. It is also the reason that perceived organizational support in a company can improve quality, quantity, execution of duties, and business responsibilities at work. In addition, perceived organizational support that wishes to improve job performance is a state of organization that prioritizes being more advanced and developing. This means that employees who get support from the company will have a good impact on job performance.

Theoretically, Perceived Organizational Support is very important for employees because Perceived Organizational Support can improve the development of abilities and skills in doing work to be better and optimal (Wijaya & Le, 2021). This statement is supported by research by Frianto, (2022) which proves that Perceived Organizational Support can affect employee
performance. Ambarasri et al. (2021) stated that there is a positive and significant relationship between Perceived Organizational Support and employee performance. Research (Manajemen et al., n.d.), and Fauzani et al. (2022) also suggests that Perceived Organizational Support positively and significantly affects employee performance. The importance of perceived organizational support in the company needs to be a concern for organizational management. The management must be able to provide perceived organizational support to the company because it can help improve performance.

The path coefficient for the influence of perceived organizational support on employee engagement is 0.562, and the t-statistic of 9.867 is more than the t-table with a significance level (p-value) of = 0.000. Given that the t-statistic of 9.867 is more than the t-table and the p-value is less than 0.05, there is empirical support for the influence of perceived organisational support on employee engagement. The fact that the route coefficient has a positive sign implies that perceived organisational support has a unidirectional influence on employee engagement. Hence, the perception of corporate support correlates positively with employee engagement. On the other hand, employee engagement decreases as perceived organisational support worsens. Consequently, it may be argued that perceived organisational support influences employee engagement positively.

Empirically, the results of this study indicate that perceived organizational support in the company is able to increase employee engagement. This is because perceived organizational support for company employees prioritizes care, welfare, attention, appreciation and reprimand. This statement is the reason that Perceived organizational support for company employees can increase employee engagement related to Vigor, Dedication, and Absorption. In addition, perceived organizational support that wants to increase employee engagement is a state of organization that prioritizes care, welfare, attention, appreciation and reprimand more. This means that the company's employees prioritize care, welfare, attention, appreciation and reprimand in giving a good impact on employee engagement. So, the attitude of employees in perceived organizational support as above can encourage an employee to increase employee engagement which includes Vigor, Dedication, and Absorption of employees in the company.

Theoretically, the research results are in line with the research conducted by Pt & Arnos, (2021) employees with high perceived organizational support will be able to devote all their efforts, energy, and ideas to the organization so as to increase employee engagement. Employees with high attachment to the company tend to have an awareness of working with colleagues, in order to improve performance for the benefit of the organization. The results of this study are also in line with research (Prastyo et al., 2020); (Pt & Arnos, 2021); (Mokhtar et al., 2019); (Ninh NGUYEN & Dung TRAN, 2021); (Truss et al., 2013) which revealed that perceived organizational support had a significant positive effect on employee engagement. According to Wahyuni (2019) there is no effect of perceived organizational support on employee engagement.
The assessment of the relationship between employee engagement and job performance yielded a path coefficient of 0.168, a t-statistic of 3.237%, and a p-value of 0.001. Considering that the t-statistic of 3.237 is more than the t-table and the p-value of 0.001 is less than the significance level of 0.05, there is empirical support for the relationship between employee engagement and job performance. The positive sign of the path coefficient suggests that the relationship between employee engagement and work performance is unidirectional. Hence, employee involvement has a positive correlation with job performance. On the other hand, employee involvement correlates negatively with work performance. Hence, it may be argued that employee involvement positively impacts job performance.

Empirically, the results of this study indicate that employee engagement company employees are able to improve their job performance. This is due to employee engagement the company's employees prioritize vigor, dedication and absorption. This will be the reason that employee engagement can improve the ability of company employees in carrying out their activities such as increasing quality, quantity, execution of duties and business responsibilities at work.

Theoretically, the results of this study are in line with research Yatimin, (2021) employee engagement affects employee performance. Research Farida & Hendarsjah, (2022), and Bedagama & Tjahjaningsih, (2021) in their findings shows that it supports that employee engagement has a positive and significant effect on employee performance. This research supports research conducted by Fidyah & Setiawati, (2019), Fidyah & Setiawati, (2019) which states that employees who feel that they are involved in continuing to immerse themselves in their work positively will be able to influence their co-workers in this way. employees not only improve individual performance but are able to influence their performance as Govender at work (Fidyah & Setiawati, 2019).

Based on Table 3, it can be explained that the results of testing the indirect effect of are as follows:
The analysis of mediating variables can be done through the approach that is the difference in the coefficient of direct influence and the coefficient of indirect influence, the approach of the difference in coefficient uses the examination method by analyzing with and without involving the mediating variable.

The purpose of the H4 test is to investigate the moderating effect of employee engagement on the relationship between perceived organisational support and job performance. Based on table 2. The direct effect of perceived organisational support on job performance is 0.811, with a t-statistic value of 23,485 and a p-value of 0.001. Considering the t-statistic of 23,485 is more than the t-table and the p-value of 0.000 is less than the significance level of 0.05, there is empirical support for the direct relationship between perceived organisational support and job performance. The positive sign of the route coefficient shows that perceived organisational support has a unidirectional influence on work performance. So, the more the perception of organisational support, the greater the performance on the job. On the other hand, job performance declines as perceived organisational support worsens. In table 3, the indirect effect of perceived organisational support on work performance via employee engagement has a value of 0.095, a t-statistic value of 2.774, and a significance level (p-value) of 0.006. Considering that the t-statistic is bigger than the t-table and the p-value is less than the significance threshold of 0.05, there is empirical support for the indirect influence of perceived organisational support on
work performance via employee engagement. The positive sign of the route coefficient suggests that the indirect relationship between perceived organisational support and work performance via employees is unidirectional. That is, the greater the employee engagement and work performance, the greater the perceived organisational support. Conversely, if perceived organisational support declines, employee engagement and work performance decline as well. The route coefficient, with a value of 0.095, is smaller than the direct influence of perceived organisational support on work performance, which has a coefficient value of 0.81. Hence, the mediation of employee engagement between perceived organisational support and job performance is not addressed. According to these estimates, employee engagement is incapable of mediating the relationship between perceived organisational support and work performance. The results of the mediation test also demonstrate that employee involvement has no mediating function.

According to the results of the indirect connection test, employee engagement does not buffer the association between perceived organisational support and job performance. Although indirectly has a large and positive effect, the magnitude of the indirect effect is still subject to direct influence, therefore this result suggests that employee engagement does not serve as a bridge between perceived organisational support and job performance indicators. Employee engagement does not operate as a meaningful mediator of the effect of perceived organisational support on job performance; rather, perceived organisational support affects job performance independently of employee engagement. Considering the actual scenario, it is not demonstrated that employee engagement is an intervening variable that mediates the relationship between perceived organisational support and work performance.

Theoretically, this research is in line with research conducted by Fidyah & Setiawati, (2019) stating that no there is an effect of perceived organizational support on employee performance through employee engagement. However, it is different from the results of research conducted by Prastyo et al.. (2020) who found that there was a significant positive effect of perceived organizational support on employee performance through employee engagement. Perceived organizational support is the perception of the extent to which the company values participation, and cares about the welfare of employees, it can increase the sense of obligation of employees in supporting the company to achieve its goals, commitment to the company, and the hope of getting rewards when employees improve their performance (Prastyo et al., 2020). Ninh & Dung (2021) explained that perceived organizational support can manifest employee attitudes that lead to good relations between employees and the organization (employee engagement). Employee engagement will act as a mediator in the influence of perceived organizational support and employee performance (Rubel & Kee, 2013).

CONCLUSION

The Effect of perceived organizational support has a positive effect on job performance

Based on the results of data analysis and discussion related to perceived organizational support and job performance on company employees, the following conclusions can be drawn:

Perceived organizational support and employee engagement directly and significantly affect job performance. This shows that when perceived organizational support and employee engagement are good, the better the company's job performance will be. Conversely, the worse the perceived organizational support and employee engagement, the worse the company's job performance.
The Effect of Perceived Organizational Support on Employee Attachment

Based on the results of data analysis and discussion related to perceived organizational support and employee engagement on company employees, the following conclusions can be drawn:

Perceived organizational support has a positive effect on employee engagement. This shows that the better the perceived organizational support, the better the employee engagement. Conversely, the worse the perceived organizational support, the worse the employee engagement.

The Effect of Employee Engagement on Job Performance

Based on the results of data analysis and discussion related to employee engagement and job performance on company employees, the following conclusions can be drawn:

Employee engagement has a positive effect on job performance. This shows that the better the employee engagement, the better the job performance. Conversely, the worse the employee engagement, the worse the job performance.

Employee engagement becomes a mediating variable in the relationship between perceived organizational support and job performance

Based on the results of data analysis and discussion related to perceived organizational support, employee engagement and job performance on company employees, the following conclusions can be drawn:

The mediation test results also show that employee engagement does not provide a mediating role, indicating that the mediation of employee engagement between perceived organizational support on job performance is not stated as mediation. Based on these calculations, it can be concluded that employee engagement is not able to mediate the relationship between perceived organizational support and job performance. The results of this study are expected to add new knowledge that will enrich the theory of human resource management, especially those related to job performance. In addition, it is hoped that these findings will help future research in paying attention to factors that can affect job performance.

REFERENCE


Attachment

Figure 1. Structural Model

Table 1. Results of R-Square and Q-Square Predictive Relevance

<table>
<thead>
<tr>
<th>Variable</th>
<th>R-Square</th>
<th>Q-Square</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Performance</td>
<td>0.840</td>
<td>0.712</td>
</tr>
<tr>
<td>employee engagement</td>
<td>0.316</td>
<td>0.504</td>
</tr>
</tbody>
</table>

Source: processed data

Table 2. Results of Direct Effect Hypothesis Testing

<table>
<thead>
<tr>
<th>Variable independent</th>
<th>Variable dependent</th>
<th>Path Coefficient</th>
<th>T-Statics</th>
<th>P-Value</th>
<th>Conclusion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Perceived organizational support</td>
<td>Job performance</td>
<td>0.811</td>
<td>23.485</td>
<td>0.000</td>
<td>significance</td>
</tr>
<tr>
<td>Perceived organizational support</td>
<td>employee engagement</td>
<td>0.562</td>
<td>9.867</td>
<td>0.000</td>
<td>significance</td>
</tr>
<tr>
<td>employee engagement</td>
<td>Job performance</td>
<td>0.168</td>
<td>3.237</td>
<td>0.001</td>
<td>significance</td>
</tr>
</tbody>
</table>

Source: processed data
### Table 3. Results of Indirect Effect Hypothesis Testing

<table>
<thead>
<tr>
<th>Variable independent</th>
<th>Variable dependent</th>
<th>Path Coefficient</th>
<th>T-Statics</th>
<th>P-Value</th>
<th>Conclusion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Perceived organizational support</td>
<td>Job performance</td>
<td>0.095</td>
<td>2.774</td>
<td>0.006</td>
<td>significance</td>
</tr>
</tbody>
</table>

Source: processed data