

THE ROLE OF PERCEIVED ORGANIZATIONAL SUPPORT AND EMPLOYEE ENGAGEMENT IN OPTIMIZING EMPLOYEE PERFORMANCE

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ABSTRACT

Employee performance is a crucial factor determining organizational success. The declining trend in sales target achievement at PT Tiga Pilar Doa Suplindo indicates performance issues presumably related to negative perceptions of organizational support and low employee engagement. This study aims to analyze the influence of perceived organizational support (POS) and employee engagement on employee performance and identify the dominant predictor. This quantitative research employed total sampling involving all 41 employees. Data were collected through a validated and reliable Likert-scale questionnaire and analyzed using descriptive statistics, classical assumption tests, and multiple linear regression with SPSS version 24. The findings reveal that POS and employee engagement simultaneously have a positive and significant effect on employee performance. Partially, employee engagement is proven to have a positive and significant effect on employee performance, while POS shows a positive but non-significant effect. These findings indicate that employee engagement is a more dominant predictor in improving performance compared to POS. The novelty lies in examining the simultaneous influence of POS and employee engagement within the Indonesian distribution company context and identifying employee engagement as the dominant performance predictor. This study contributes theoretically to human resource management literature and provides practical implications for designing engagement-based performance improvement interventions.

INTRODUCTION

Human resources (HR) serve as strategic assets that play a central role in driving organizational success amidst increasingly competitive business dynamics (Sabrina, 2021). A company's competitive advantage is no longer determined solely by capital or technology, but rather by the quality of its human resources and their ability to adapt to change (Samsuddin, 2018). In this context, employee performance becomes a key indicator that reflects the effectiveness of HR management and directly



contributes to the achievement of organizational goals (Hendra, 2020). Optimal performance is achieved when there is alignment between individual capabilities, work motivation, and organizational support (Agustyna & Prasetyo, 2020). Therefore, understanding the factors that influence employee performance is increasingly important for organizations seeking to maintain and enhance their competitive advantage.

PT Tiga Pilar Doa Suplindo, as a distribution company, faces serious challenges related to declining employee performance. Company data indicates a decrease in sales target achievement over the past year, accompanied by reduced productivity and employee morale. Based on preliminary surveys, the main identified problems include: (1) employees are not involved in strategic decision-making processes, (2) lack of transparency regarding company policies and developments, (3) minimal support from supervisors in providing solutions to work-related problems, and (4) the emergence of negative behaviors and non-compliance with work regulations indicating the presence of disengaged employees. These conditions indicate negative employee perceptions of organizational support and low levels of employee engagement toward company progress.

Two factors that theoretically have a close relationship with employee performance are perceived organizational support (POS) and employee engagement (Diana & Frianto, 2021; Oktaviana, 2023). POS is defined as employees' beliefs regarding the extent to which the organization values their contributions and cares about their well-being (Robbins & Judge in Narwastu et al., 2023). Employees with high POS tend to have a reciprocal sense of responsibility to reciprocate the organization with positive behaviors and improved performance (Pratiwi & Muzakki, 2021). Social exchange theory explains that when employees perceive high organizational support, they feel obligated to contribute positively to the organization as a form of reciprocity (Febriantoro & Juariyah, 2018). Meanwhile, employee engagement is a positive psychological condition related to work, characterized by vigor, dedication, and absorption in work (Schaufeli et al. in Sun & Bunchapattanasakda, 2019). Kahn (1990), in his personal engagement theory,

explains that employee engagement occurs when employees are able to express themselves physically, cognitively, and emotionally in their work roles. Fully engaged employees demonstrate high intrinsic motivation, enthusiasm, and strong commitment to work and the organization (Wijaya et al., 2020).

Various previous studies have examined the relationship between POS, employee engagement, and employee performance. Diana and Frianto (2021) found that POS and employee engagement have a positive effect on employee performance in the banking sector. Oktaviana (2023) confirmed the significant influence of both variables on performance in manufacturing companies. Rusmita et al. (2022) showed that POS influences performance through the mediation of employee engagement. Pratiwi and Muzakki (2021) found a direct effect of POS on organizational commitment and employee performance. Pitaloka and Putri (2021) proved that employee engagement and organizational commitment simultaneously affect performance. Meanwhile, Darajat and Istiqomah (2024) confirmed the influence of employee engagement on employee performance in non-profit organizations.

However, several research gaps remain to be addressed. First, most previous studies were conducted in the banking and manufacturing sectors, while research in the distribution sector, particularly medium-scale companies in Indonesia, remains limited. In fact, the characteristics of distribution companies that heavily depend on operational and sales performance have their own dynamics that affect the relationships between variables. Second, findings regarding the effect of POS on performance still show inconsistent results. Some studies found significant effects (Diana & Frianto, 2021; Pratiwi & Muzakki, 2021), while others showed non-significant effects (Rusmita et al., 2022; Oktaviana, 2023). Third, few studies have simultaneously examined the influence of POS and employee engagement while identifying which variable has the dominant effect on employee performance in the context of distribution companies.

Based on the background and research gaps, this study aims to: (1) analyze the partial effect of perceived organizational support on employee performance at PT Tiga Pilar Doa Suplindo; (2) analyze the partial effect of employee engagement on

employee performance at PT Tiga Pilar Doa Suplindo; and (3) analyze the simultaneous effect of perceived organizational support and employee engagement on employee performance at PT Tiga Pilar Doa Suplindo. This research is expected to provide theoretical contributions to the development of human resource management literature, particularly in understanding the dynamics of the influence of POS and employee engagement on performance in the context of distribution companies. Practically, this research is expected to provide implications for the management of PT Tiga Pilar Doa Suplindo in formulating appropriate strategies and policies to improve employee performance through strengthening POS and employee engagement.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Human Resource Management

Human resource management (HRM) is a series of activities designed to manage employees effectively and efficiently to achieve organizational goals (Bangun, 2018). HRM encompasses the processes of planning, organizing, staffing, directing, and controlling the procurement, development, compensation, integration, maintenance, and separation of labor (Hasibuan, 2019). In its development, HRM is no longer viewed merely as an administrative function but as a strategic partner in creating competitive advantage through optimal human capital management (Akilah, 2018). The strategic role of HRM is increasingly recognized as organizations face complex challenges in attracting, developing, and retaining talented employees who can drive innovation and organizational performance (Sabrina, 2021).

The evolution of HRM from a purely administrative function to a strategic business partner reflects the growing recognition that employees are not merely costs to be minimized but assets to be invested in and developed (Samsudin, 2019). This paradigm shift has led to increased attention on factors that influence employee attitudes, behaviors, and performance outcomes. Contemporary HRM practices emphasize the importance of creating a supportive work environment, fostering employee engagement, and aligning individual goals with organizational objectives

(Siswanto, 2020). Understanding how HRM practices influence employee outcomes such as performance is essential for organizations seeking to maximize their human capital potential and achieve sustainable competitive advantage.

Employee Performance

Employee performance refers to the work results achieved by an individual in carrying out their duties and responsibilities according to standards and criteria set by the organization (Mangkunegara in Hendra, 2020). Performance reflects the quality and quantity of output produced by employees within a specific period. According to Samsuddin (2018), employee performance is not only measured from quantitative aspects such as target achievement but also qualitative aspects including work quality, initiative, collaboration, and integrity. Optimal performance is achieved when there is alignment between individual abilities, work motivation, and organizational support (Agustyna & Prasetyo, 2020).

Performance is a multidimensional construct that encompasses various aspects of employee behavior and outcomes. According to Samsuddin (2018), key dimensions of employee performance include: (1) work quality, which refers to the accuracy, thoroughness, and excellence of work output; (2) work quantity, which relates to the volume of work completed within a given timeframe; (3) initiative, which reflects the employee's proactive behavior in identifying and solving problems; (4) cooperation, which refers to the ability to work effectively with colleagues and contribute to team success; and (5) integrity, which encompasses honesty, reliability, and adherence to ethical standards in performing work responsibilities.

Previous research has identified numerous factors influencing employee performance, including organizational support, employee engagement, job satisfaction, organizational commitment, leadership style, work motivation, and compensation (Kasmir & Pratomo, 2019; Solehah & Ratnasari, 2019). The interaction between these factors creates a complex system that determines whether employees perform optimally or exhibit counterproductive work behaviors. Understanding

these relationships is crucial for organizations to design effective interventions that enhance performance and achieve strategic objectives.

Perceived Organizational Support (POS)

Perceived organizational support (POS) refers to employees' perceptions regarding the extent to which the organization values their contributions and cares about their well-being (Eisenberger et al., 1986). POS is formed through employees' experiences in receiving treatment from the organization, including supervisor support, human resource policies, and recognition of performance (Yogeswaran, 2020). The foundation of POS theory lies in social exchange theory, which posits that when employees perceive high organizational support, they feel obligated to reciprocate with positive attitudes and behaviors beneficial to the organization (Febriantoro & Juariyah, 2018).

According to Robbins and Judge (in Narwastu et al., 2023), the dimensions of POS include: (1) appreciation for employee contributions, (2) concern for employee welfare, (3) procedural justice in decision-making, and (4) supervisor support. Organizational support can be manifested through various forms, including fair treatment, recognition of achievements, provision of resources and facilities, opportunities for career development, and responsive handling of employee concerns (Gunawan et al., 2018). When employees perceive that these forms of support are consistently provided, they develop a generalized belief that the organization is committed to them, which in turn fosters a sense of obligation to contribute to organizational success.

Previous research has established the importance of POS in influencing employee attitudes and behaviors. Pratiwi and Muzakki (2021) found that POS directly affects organizational commitment and employee performance. Gunawan et al. (2018) demonstrated that POS influences work motivation and employee performance through enhanced job satisfaction and commitment. Febriantoro and Juariyah (2018) showed that POS affects employee performance through organizational commitment as an intervening variable. Pasha (2022) found that POS influences organizational citizenship behavior through organizational commitment.

These findings collectively suggest that POS serves as an important foundation for positive employee outcomes, though the nature and strength of its effects may vary across contexts.

Employee Engagement

Employee engagement is defined as a positive, fulfilling, work-related psychological condition characterized by vigor, dedication, and absorption (Schaufeli et al. in Sun & Bunchapattanasakda, 2019). Vigor refers to high levels of energy and mental resilience while working, dedication reflects involvement and pride in one's work, and absorption refers to a state of being fully concentrated and deeply engrossed in one's work to the point where it becomes difficult to detach (Suryaningrum & Silvianita, 2018). Employee engagement represents a persistent and pervasive affective-cognitive state that is not focused on a particular object, event, individual, or behavior but rather represents a general orientation toward work (Pitaloka & Putri, 2021).

Kahn (1990), in his personal engagement theory, explains that employee engagement occurs when employees are able to express themselves physically, cognitively, and emotionally in their work roles. Three psychological conditions facilitate engagement: (1) psychological meaningfulness, where employees perceive that their work has purpose and significance; (2) psychological safety, where employees feel safe to express themselves without fear of negative consequences; and (3) psychological availability, where employees have the physical, emotional, and psychological resources to invest in their work roles. Organizations that create conditions that foster these psychological states are more likely to have engaged employees who perform at higher levels (Alexandri et al., 2019).

Engaged employees demonstrate high levels of enthusiasm, initiative, and commitment to their work and organization (Wijaya et al., 2020). They are willing to go beyond minimum requirements and invest discretionary effort in their work (Pitaloka & Putri, 2021). This discretionary effort is particularly valuable for organizations because engaged employees are more likely to engage in innovative behaviors, provide exceptional customer service, and contribute to positive

organizational outcomes (Darajat & Istiqomah, 2024). The positive outcomes associated with employee engagement have made it a priority for organizations seeking to enhance performance and competitive advantage.

The Relationship Between POS and Employee Performance

Social exchange theory provides a framework for understanding the relationship between POS and employee performance. When employees perceive that the organization values their contributions and cares about their well-being, they develop a sense of reciprocal obligation to contribute positively to the organization (Eisenberger et al., 1986). This sense of obligation manifests in various beneficial behaviors, including increased effort, improved performance, and organizational citizenship behaviors (Febriantoro & Juariyah, 2018).

POS influences employee performance through several mechanisms. First, POS enhances employees' sense of belonging and identification with the organization, which motivates them to work harder to achieve organizational goals (Pratiwi & Muzakki, 2021). Second, POS provides employees with the psychological resources and confidence needed to perform effectively, as they believe the organization will support them in their efforts (Gunawan et al., 2018). Third, POS reduces stress and anxiety by signaling that the organization will be responsive to employee needs, allowing employees to focus their energy on productive work behaviors (Purwaningtyas & Septyarini, 2021).

Empirical research has produced mixed findings regarding the relationship between POS and employee performance. Diana and Frianto (2021) found a positive and significant effect of POS on employee performance in the banking sector. Pratiwi and Muzakki (2021) also confirmed a direct positive effect of POS on employee performance. However, Rusmita et al. (2022) found that POS had a positive but non-significant effect on performance, suggesting that the relationship may be mediated by other variables such as employee engagement or organizational commitment. Oktaviana (2023) similarly found that POS influenced performance through the mediation of employee engagement. These inconsistent findings suggest that the

POS-performance relationship may be context-dependent and influenced by other organizational and individual factors.

The Relationship Between Employee Engagement and Employee Performance

The relationship between employee engagement and employee performance is well-established in the literature. Engaged employees invest their physical, cognitive, and emotional energy in their work, leading to higher levels of performance (Kahn, 1990). The three dimensions of engagement – vigor, dedication, and absorption – each contribute to performance in distinct ways. Vigor provides the energy and persistence needed to overcome obstacles and achieve challenging goals. Dedication ensures that employees are committed to their work and take pride in their accomplishments. Absorption enables employees to maintain focus and concentration, resulting in higher quality work output (Schaufeli et al. in Sun & Bunchapattanasakda, 2019).

Engaged employees are more likely to engage in proactive behaviors that benefit the organization. They take initiative, seek opportunities to improve processes, and contribute to innovation (Alexandri et al., 2019). They are also more likely to provide exceptional customer service and maintain positive relationships with colleagues (Darajat & Istiqomah, 2024). These behaviors extend beyond formal job requirements and represent discretionary efforts that contribute to organizational effectiveness. The cumulative effect of these behaviors leads to improved individual and organizational performance outcomes.

Empirical research has consistently supported the positive relationship between employee engagement and employee performance. Cahyandani (2021) found that employee engagement had a significant positive effect on employee performance. Diana and Frianto (2021) confirmed that employee engagement was a significant predictor of performance. Darajat and Istiqomah (2024) demonstrated that employee engagement influenced employee performance in a non-profit organizational context. Pitaloka and Putri (2021) found that employee engagement and organizational commitment together influenced employee performance. These

findings indicate that employee engagement is a robust predictor of performance across different organizational contexts.

The Simultaneous Influence of POS and Employee Engagement on Employee Performance

POS and employee engagement are complementary constructs that together influence employee performance. POS creates the supportive environment that facilitates engagement, while engagement translates that support into productive energy that enhances performance (Diana & Frianto, 2021). The combination of high POS and high employee engagement creates a positive spiral where supportive organizational practices reinforce engagement, which in turn enhances performance and provides positive feedback that further strengthens POS perceptions (Rusmita et al., 2022).

The simultaneous influence of POS and employee engagement can be understood through the Job Demands-Resources (JD-R) model, which posits that job resources (such as organizational support) buffer the negative effects of job demands and enhance employee well-being and performance (Bakker & Demerouti, 2007). When employees have access to sufficient resources, including organizational support, they are better able to cope with demands and become more engaged in their work. This engagement, in turn, leads to better performance outcomes. The JD-R model thus provides a theoretical framework for understanding how POS and employee engagement work together to enhance performance.

Previous research has demonstrated the simultaneous influence of POS and employee engagement on employee performance. Diana and Frianto (2021) found that both POS and employee engagement had significant positive effects on performance. Oktaviana (2023) confirmed that POS and employee engagement influenced performance, with employee engagement serving as a mediating variable. Rusmita et al. (2022) found that POS influenced performance through employee engagement as a mediating variable. Wahyuni and Yuliana (2023) similarly concluded that POS and employee engagement simultaneously influenced performance. However, few studies have explicitly compared the relative strength of

POS versus employee engagement in predicting performance, particularly in the distribution sector context.

Hypotheses Development

Based on the theoretical framework and empirical evidence presented above, the following hypotheses are formulated:

H₁: Perceived organizational support has a positive and significant effect on employee performance at PT Tiga Pilar Doa Suplindo.

This hypothesis is derived from social exchange theory, which suggests that employees who perceive high organizational support will reciprocate with improved performance (Eisenberger et al., 1986). Previous empirical studies have supported this relationship (Diana & Frianto, 2021; Pratiwi & Muzakki, 2021), though findings are not universally consistent.

H₂: Employee engagement has a positive and significant effect on employee performance at PT Tiga Pilar Doa Suplindo.

This hypothesis is based on personal engagement theory (Kahn, 1990), which posits that engaged employees invest their full selves in their work roles, leading to superior performance. Strong empirical support exists for this relationship across various contexts (Cahyandani, 2021; Darajat & Istiqomah, 2024; Pitaloka & Putri, 2021).

H₃: Perceived organizational support and employee engagement simultaneously have a positive and significant effect on employee performance at PT Tiga Pilar Doa Suplindo.

This hypothesis reflects the complementary nature of POS and employee engagement in influencing performance. POS creates the conditions that facilitate engagement, while engagement translates support into performance outcomes (Diana & Frianto, 2021; Rusmita et al., 2022; Wahyuni & Yuliana, 2023).

RESEARCH METHOD

Research Design

This study employs a quantitative approach with an explanatory research design aimed at testing the influence of independent variables on the dependent

variable (Sugiyono, 2023). The quantitative approach was chosen because it enables objective measurement of causal relationships between variables through inferential statistical analysis (Syahroni, 2022). Explanatory research is appropriate for this study as it seeks to explain the causal relationships between perceived organizational support (POS), employee engagement, and employee performance, rather than merely describing phenomena.

The research design follows a cross-sectional approach, where data are collected at a single point in time from the research subjects (Sugiyono, 2023). This design is suitable for testing hypotheses about relationships between variables and is efficient in terms of time and resources. While cross-sectional designs cannot establish causation definitively, they can identify associations that may indicate causal relationships when supported by strong theoretical frameworks (Creswell & Creswell, 2018).

Population and Sample

The population of this study comprises all employees of PT Tiga Pilar Doa Suplindo, totaling 41 individuals. The sampling technique employed is total sampling or census, where the entire population is included as respondents (Sugiyono, 2023). The use of total sampling is justified by the relatively small population size and the ability to reach all employees, which enhances the generalizability of research findings.

Total sampling was chosen over probability sampling techniques such as simple random sampling for several reasons. First, the small population size ($n = 41$) makes total sampling feasible and eliminates sampling error. Second, including the entire population ensures that the sample is representative and reduces the risk of selection bias (Sugiyono, 2023). Third, the use of total sampling is consistent with previous studies that have employed this approach when researching organizational phenomena with small populations (Nasikhudin et al., 2024; Tukma et al., 2021).

Table 1. Variable Operationalization

Variable	Conceptual Definition	Dimensions	Indicators	Items
Perceived Organizational	Employees' beliefs about the extent to which the	1. Appreciation	Recognition of achievements	1-2

Support (X₁)	organization values their contributions and cares about their well-being (Narwastu et al., 2023)	for contributions	and efforts	
		2. Concern for welfare	Care for well-being and responsiveness to needs	3-4
		3. Procedural justice	Fair policies and transparency	5-6
		4. Supervisor support	Guidance and assistance from supervisors	7-8
		5. Overall support	Valuing contributions and showing concern	9-10
Employee Engagement (X₂)	A positive, fulfilling, work-related psychological condition characterized by vigor, dedication, and absorption (Sun & Bunchapattanasakda, 2019)	1. Vigor	Energy, resilience, and extra effort at work	1-3
		2. Dedication	Enthusiasm, pride, and inspiration in work	4-6
		3. Absorption	Focus, time distortion, and immersion	7-10
Employee Performance (Y)	Work results achieved in carrying out duties and responsibilities (Hendra, 2020; Samsuddin, 2018)	1. Work quality	Accuracy and quality of output	1-2
		2. Work quantity	Target achievement and timeliness	3-4
		3. Initiative	Proactive action and problem-solving	5-6
		4. Cooperation	Collaboration and team contribution	7-8
		5. Integrity	Honesty, reliability, and ethical adherence	9-10

Data Analysis Techniques

Data analysis was conducted through three systematic stages to ensure comprehensive interpretation of the research findings. The first stage involved descriptive statistical analysis to describe respondent characteristics. This analysis calculated the mean to identify central

tendency, standard deviation to measure response variability, and minimum and maximum values to identify items with the lowest and highest agreement levels. Frequency distributions were also computed to show response patterns across score categories (Asari et al., 2023).

The second stage consisted of classical assumption tests to ensure the regression model meets the assumptions required for valid inference (Ghozali, 2018). The normality test examined whether residual data followed a normal distribution using the Kolmogorov-Smirnov test, with a significance value greater than 0.05 indicating normally distributed data (Sintia et al., 2022). The multicollinearity test examined correlations between independent variables using tolerance and VIF values, with criteria of tolerance > 0.10 and VIF < 10.00 indicating no multicollinearity (Ghozali, 2018). The heteroscedasticity test examined variance inequality using a scatterplot, where points randomly scattered without forming a specific pattern indicate the absence of heteroscedasticity (Ghozali, 2018).

The third stage involved hypothesis testing using multiple linear regression analysis to examine both simultaneous and partial effects (Ghozali, 2018). The F-test determined whether all independent variables collectively influence the dependent variable, with significance < 0.05 indicating a significant simultaneous effect. The t-test examined whether each independent variable individually influences the dependent variable, with significance < 0.05 indicating a significant partial effect. The coefficient of determination (R^2) measured the proportion of variance explained by the independent variables (Ghozali, 2018).

RESULTS AND DISCUSSION

Respondent Characteristics

The study distributed 41 questionnaires to all employees of PT Tiga Pilar Doa Suplindo, with a 100% response rate. The demographic characteristics of respondents are presented in Table 1.

Table 2. Respondent Characteristics

Characteristic	Category	Frequency	Percentage (%)
Gender	Male	27	65.9
	Female	14	34.1
Age	18-25 years	9	22.0
	26-35 years	20	48.8
	36-45 years	8	19.5
	> 45 years	4	9.7

Education	Senior High School	25	61.0
	Diploma	5	12.2
	Bachelor's Degree	11	26.8
Work Tenure	< 1 year	4	9.8
	1-5 years	22	53.7
	6-10 years	10	24.4
	> 10 years	5	12.1

Table 2 shows that the majority of respondents were male (65.9%), aged 26-35 years (48.8%), with senior high school education (61.0%), and work tenure of 1-5 years (53.7%). These characteristics reflect the typical profile of operational employees in the distribution sector.

Descriptive Statistics and Item Analysis

Descriptive statistics were calculated for each variable to describe respondent responses. Table 2 presents the mean, standard deviation, and category for each variable along with the highest and lowest scoring items.

Table 3. Descriptive Statistics and Item Analysis

Variable	Mean	Std. Dev	Category	Highest (Mean)	Item	Lowest (Mean)	Item
Perceived Organizational Support (X ₁)	3.95	0.385	High	Organization responsive employee (4.20)	is to needs	Supervisor provides assistance when problems arise (3.66)	
Employee Engagement (X ₂)	3.98	0.412	High	I am enthusiastic about my work (4.29)		It is difficult to detach from work (3.66)	
Employee Performance (Y)	4.10	0.398	High	I take proactive action in work (4.39)		I complete work with accuracy (3.85)	

All variables were categorized as high, with mean scores ranging from 3.95 to 4.10. Employee performance had the highest mean score (4.10), followed by employee engagement (3.98) and perceived organizational support (3.95). The highest scoring items indicate that employees feel enthusiastic about their work and take proactive action, while the lowest scoring items reveal that supervisors need to provide more assistance and employees may have difficulty maintaining work-life boundaries.

Validity and Reliability Test Results

Validity and reliability testing were conducted to ensure the instrument was appropriate for the study. Validity was tested using Pearson Product-Moment correlation ($r\text{-table} = 0.361$), while reliability was tested using Cronbach's Alpha (criterion $\alpha > 0.60$).

Table 4. Validity and Reliability Test Results

Variable	Items	r-calculated Range	Validity Status	Cronbach's Alpha	Reliability Status
Perceived Organizational Support (X_1)	10	0.416 0.803	- Valid	0.933	Excellent
Employee Engagement (X_2)	10	0.457 0.789	- Valid	0.838	Good
Employee Performance (Y)	10	0.489 0.829	- Valid	0.924	Excellent

All 30 items across the three variables were valid ($r\text{-calculated} > 0.361$). All variables demonstrated reliable Cronbach's Alpha values above 0.60, with POS and employee performance showing excellent reliability (0.933 and 0.924 respectively), and employee engagement showing good reliability (0.838).

Classical Assumption Test Results

Classical assumption tests were conducted to ensure the regression model met the assumptions required for valid inference. Three tests were performed: normality, multicollinearity, and heteroscedasticity tests.

Table 5. Classical Assumption Test Results

Test	Parameter	Result	Criterion	Status
Normality Test	Kolmogorov-Smirnov	0.112	-	Normal
	Significance	0.200	> 0.05	Normal
Multicollinearity Test	Tolerance (X_1)	0.390	> 0.10	No Multicollinearity
	Tolerance (X_2)	0.390	> 0.10	No Multicollinearity
	VIF (X_1)	2.564	< 10.00	No Multicollinearity
	VIF (X_2)	2.564	< 10.00	No Multicollinearity
Heteroscedasticity Test	Scatterplot	Randomly scattered above and below zero	No specific pattern	No Heteroscedasticity

The normality test showed a significance value of $0.200 > 0.05$, indicating normally distributed data. The multicollinearity test showed tolerance values of $0.390 (> 0.10)$ and VIF values of $2.564 (< 10.00)$, indicating no multicollinearity. The heteroscedasticity test showed points randomly scattered without forming a specific pattern, indicating the absence of heteroscedasticity. All classical assumptions were fulfilled, allowing valid hypothesis testing.

Hypothesis Testing Results

Hypothesis testing was conducted using multiple linear regression analysis. The F-test examined simultaneous effects, the t-test examined partial effects, and the coefficient of determination (R^2) measured model fit. The regression equation was formulated as $Y = a + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$.

Table 6. Hypothesis Testing Results

Test	Variable	Coefficient (β)	t/F-calculated	t/F-table	Sig.	Status
Partial (t-test)	POS (X_1)	0.281	1.859	1.686	0.071	Positive, Not Significant
	Employee Engagement (X_2)	0.584	3.312	1.686	0.002	Positive, Significant
Simultaneous (F-test)	POS + Employee Engagement	-	30.822	3.24	0.000	Significant
Coefficient of Determination	$R^2 = 0.619$; Adjusted $R^2 = 0.599$					61.9% explained variance

Regression Equation: $Y = 8.925 + 0.281X_1 + 0.584X_2 + \varepsilon$

The hypothesis testing results show that:

H_1 is rejected: POS has a positive but non-significant effect on performance ($\beta = 0.281$; $t = 1.859$; $p = 0.071$).

H_2 is accepted: Employee engagement has a positive and significant effect on performance ($\beta = 0.584$; $t = 3.312$; $p = 0.002$).

H_3 is accepted: POS and employee engagement simultaneously have a positive and significant effect on performance ($F = 30.822$; $p = 0.000$; $R^2 = 0.619$).

Employee engagement is the dominant predictor of performance, with a stronger influence ($\beta = 0.584$) compared to POS ($\beta = 0.281$). The R^2 value of 0.619

indicates that 61.9% of the variance in employee performance is explained by POS and employee engagement, while the remaining 38.1% is explained by other factors not included in this study.

Discussion

The Effect of Perceived Organizational Support on Employee Performance

The results indicate that perceived organizational support has a positive but non-significant effect on employee performance. Although POS tends to increase performance, the relationship is not statistically significant. Several factors may explain this result.

First, the context of a distribution company with performance-oriented culture may make employees more motivated by external factors such as financial incentives rather than psychological support. Employees are often driven by commission, bonuses, and monetary rewards tied to sales targets (Nuryadin, 2022; Nati et al., 2021).

Second, demographic characteristics may have influenced the results. The majority of respondents had senior high school education (61.0%) and short work tenure of 1-5 years (53.7%), suggesting lower expectations of organizational support and greater prioritization of practical aspects such as salary and job security (Pratiwi & Muzakki, 2021).

Third, the effect of POS on performance may be mediated by variables not included in this study, such as organizational commitment or employee engagement itself. This finding is consistent with research by Rusmita et al. (2022) and Oktaviana (2023), who found POS had a positive but non-significant direct effect on performance.

Despite non-significance, the positive direction is theoretically important. According to social exchange theory (Eisenberger et al., 1986), employees who perceive high organizational support feel obligated to reciprocate with positive behaviors, including improved performance. This finding supports studies by Rusmita et al. (2022) and Oktaviana (2023), while contrasting with Diana and Frianto

(2021) and Pratiwi and Muzakki (2021), suggesting the relationship is context-dependent.

The Effect of Employee Engagement on Employee Performance

The results show that employee engagement has a positive and significant effect on employee performance. This confirms that engaged employees—characterized by vigor, dedication, and absorption—demonstrate superior performance. The stronger coefficient (0.584) compared to POS (0.281) indicates employee engagement is a more powerful predictor of performance.

This finding is explained by Kahn's (1990) personal engagement theory, which posits that engaged employees invest physical, cognitive, and emotional energy into their work roles. Engaged employees maintain high energy, show enthusiasm, and remain fully focused and immersed in their tasks (Schaufeli et al. in Sun & Bunchapattanasakda, 2019).

In the distribution company context, engaged employees are more likely to take initiative, persist through challenges, and provide better customer service, directly contributing to performance outcomes. The high mean scores for enthusiasm (4.29) and pride in work (4.22) indicate strong dedication that positively impacts performance.

This finding is consistent with previous research by Cahyandani (2021), Diana and Frianto (2021), Darajat and Istiqomah (2024), and Pitaloka and Putri (2021), confirming that employee engagement is a robust predictor of performance across different contexts.

The Simultaneous Effect and Dominant Influence

The simultaneous effect of POS and employee engagement on performance is significant ($F = 30.822$; $p = 0.000$; $R^2 = 0.619$). This indicates that both variables together provide a strong explanation for performance variation.

The R^2 value of 0.619 is considered strong in social science research (Cohen, 1988). The remaining 38.1% is explained by other factors such as motivation, compensation, leadership style, organizational culture, and work environment (Kasmir & Pratomo, 2019; Solehah & Ratnasari, 2019).

The simultaneous effect can be understood through the Job Demands-Resources model (Bakker & Demerouti, 2007), which suggests job resources (including organizational support) buffer negative effects of job demands and enhance employee well-being and performance. This explains why POS and employee engagement work together to enhance performance.

Employee engagement has a more dominant influence compared to POS, suggesting that in this context, the level of employee engagement is a more critical factor in determining performance than perceived organizational support. This finding is consistent with Diana and Frianto (2021), Oktaviana (2023), and Wahyuni and Yuliana (2023).

CONCLUSION

Based on the results and discussion, this study concludes that: Perceived organizational support has a positive but non-significant effect on employee performance ($\beta = 0.281$; $t = 1.859$; $p = 0.071$). H_1 is rejected. Employee engagement has a positive and significant effect on employee performance ($\beta = 0.584$; $t = 3.312$; $p = 0.002$). H_2 is accepted. POS and employee engagement simultaneously have a positive and significant effect on employee performance ($F = 30.822$; $p = 0.000$; $R^2 = 0.619$). H_3 is accepted. Employee engagement is the dominant predictor of employee performance, with a stronger influence compared to POS ($\beta = 0.584$ vs. 0.281).

Limitations: (1) Cross-sectional design limits causal inference; (2) Small sample size ($n = 41$) limits generalizability; (3) Single company context; (4) Only two predictor variables examined; (5) Self-report measures may be subject to common method bias. For PT Tiga Pilar Doa Suplindo: Prioritize employee engagement through meaningful work, training and development, recognition programs, and positive work environment. Improve POS by increasing transparency, supervisor support, and demonstrating genuine concern for employee well-being. For Future Research: Include additional variables (organizational commitment, job satisfaction, leadership style, compensation), employ longitudinal designs, examine multiple

industry contexts, and incorporate objective performance measures or 360-degree evaluations.

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