

Pos on Employee Engagement with Job Satisfaction as a Mediating Variable

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Abstract. *This research explores how Perceived Organizational Support influences. Employee Engagement, considering Job Satisfaction as a mediating factor, in the context of employees working for Trans Padang a key provider of public transportation services in the city of Padang. The focus of this research study is to examine the relationships among perceived organizational support, job satisfaction, and employee engagement. Using a total sample technique, a quantitative research design was used, and 48 employees participated as respondents. data were gathered through the distribution of questionnaires, and the analysis was conducted using Partial Least Squares (PLS) approach within the Structural Equation Modeling (SEM) framework. The findings indicate that POS has a positive and significant influence on both Employee Engagement and Job Satisfaction. In addition, Job Satisfaction has a positive effect on Employee Engagement. Furthermore, Job Satisfaction was found to be a significant and positive mediating variable in the connection between POS and EE.*

Keywords: *Perceived Organizational Support, Employee Engagement, Job Satisfaction*

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INTRODUCTION

In today's highly competitive global landscape, employee engagement has become a key component of company success (Gupta & Sharma, 2016). Engaged employees tend to be more productive, show greater job satisfaction, and are more committed to achieving organizational goals (Bellani et al., 2017). Moreover, EE is a key factor in minimizing employee turnover, which remains a persistent challenge across industries. (Sohail & Jang, 2017) emphasize that employees are central to organizational effectiveness, highlighting the importance of sustaining their engagement.

As such, organizations must view employees as strategic assets and prioritize efforts to maintain and enhance their involvement at work. Rayton & Yalabik (2014) defines employee engagement as the emotional and psychological bond employees feel toward their job and workplace. In Indonesia, EE has become increasingly concerning. Based on Gallup's Global Workplace Analytics (2023), the percentage of "not engaged" employees has risen by 4.3% from 2020 to 2023, while the "engaged" category only saw a 3% increase.

This suggests a growing disengagement trend. Supporting this, (Wicaksono & Rahmawati, 2020; Iqbal et al., 2020) found that only 36% of Indonesian employees feel truly connected to their organization, with most showing limited effort in aligning with company objectives. This research takes objects at Trans Padang Service Company, especially corridor 4 which is located

at Jalan Raya Bypas Km 8. Trans Padang is a local government-owned transportation company that has been operating since 2014.

Currently, Trans Padang manages six corridors, where each corridor is managed by different management. Of the six corridors, corridor 4 was chosen as the object of research because it is one of the busiest and most active corridors. In addition, based on the daily news of mata sumbar.com, corridor 4 has experienced operational problems due to operator payment problems in 2024. The operational management of Corridor 4 is under PT Bypass Mandiri Sejahtera (BMS), a business entity consisting of City Transportation Entrepreneurs (angkot) who have previously operated on the route. To support the analysis in this study, data related to the entry and exit of employees in the company was used.

Table 1. Employee Mobility Data of Trans Padang K4 in 2025

Year	Number of Employees Entered	Number of Employees Left
2022	20	4
2023	4	2
2024	2	7

Source: Data from Trans Padang Corridor 4 HRD Department

Table 1 shows an increase in employee turnover in 2024, which may reflect challenges in employee engagement and job satisfaction. A high turnover rate often signals declining motivation and a weakened sense of organizational attachment. According to Tsui et al. (1997) and Shih-Tse et al. (2014), employees with strong emotional ties to their organization are more likely to stay, even when alternative opportunities are available. Similarly, Wardani & Fatimah (2020) and Gonçalves et al. (2024), emphasize the value of participation in enhancing enthusiasm, motivation, and performance. Engaged employees typically carry out their duties willingly and are more resilient when facing new tasks (Sari et al., 2020). Further insights from interviews with Trans Padang employees indicate ongoing issues with the salary system, such as delayed or staggered payments. These challenges may reduce job satisfaction, which in turn can diminish engagement levels.

This situation underscores the relevance of Perceived Organizational Support (POS) in fostering a positive employee organization relationship. Several studies confirm the link between POS and engagement. Tan et al. (2020) found that perceived support significantly affects employees' level of involvement. Eisenberger et al. (2020) and Caesens et al. (2016), argue that POS reflects employees' perception of how much the organization values their contributions and well-being. Supporting this, Febriani & Mulyana (2021) reported a positive correlation between POS and engagement among employees. Simply put, the more supported employees feel, the more engaged they tend to be.

METHODS

This study used (SEM-PLS), a quantitative explanatory type of research. approach to examine the relationship between Perceived Organizational Support (POS), Job Satisfaction, and Employee Engagement. The choice of SEM-PLS was based on its suitability for analyzing complex relationships between latent variables, especially in studies involving relatively small sample sizes (Hair et al., 2020). SmartPLS version 4 software was used in this research due to its capability to simultaneously process both measurement and structural models. The population in this study consisted of all 48 permanent employees working within one corridor of the Trans Padang public transportation company. Given the small and accessible size of the population, a census sampling technique was applied, where all members of the population were included as research respondents. Out of the 48 questionnaires distributed, all were returned in valid and analyzable form, resulting in a final sample size of 48 respondents and a 100% response rate. Therefore, this number was used as the actual sample in the analysis. Data were collected using a closed-ended questionnaire developed based on theoretical indicators for each variable. The

Employee Engagement variable was measured using three dimensions: passion, dedication, and absorption comprising 12 items (Hakanen et al., 2008). The Perceived Organizational Support (POS) variable was assessed using three indicators: fairness, supervisor support, and organizational and job conditions, with a total of 12 items (DeConinck, 2010; Eisenberger et al., 1997; Shanock & Eisenberger, 2006).

Meanwhile, Job Satisfaction was measured using five aspects, namely satisfaction with salary, the work itself, coworkers, promotion opportunities, and supervision, adapted from Churchill et al. (1974), consisting of 15 items. All of the research tools used a Likert scale of one to five, where 1 meant "strongly disagree" and 5 meant "strongly agree". In July 2025, data collection took place by directly distributing printed questionnaires to the respondents at their respective workplaces. The questionnaire was administered over eight working days. To minimize incomplete or invalid data, the researchers checked each returned questionnaire and requested clarification from the respondents when necessary. Data analysis was carried out using SmartPLS software version 4.0, combining PLS method with SEM approach. This method was selected due to its capacity to handle complex models involving mediating variables, its appropriateness for small samples, and its ability to assess the validity, reliability, and interrelationships among variables simultaneously. The data analysis process was conducted in two main stages: (1) Measurement Model, also known Outer Model: to assess the constructs' reliability and validity; (2) The structural model, also known as the inner model, is used to test the hypotheses and correlations between variables. In this study, the analysis used loading factor values, Average Variance Extracted (AVE), composite reliability, and R-square and t-statistic values to ensure the importance of correlation between variables.

RESULTS AND DISCUSSION

Descriptive Analysis

A total of 48 workers from Trans Padang Corridor 4 participated in this study as respondents. Most respondents were between 41 and 55 years old, with 47 men and 1 woman. Most respondents had been working at the company for about four years, and the majority of them had completed their education up to high school level (SMA/SMK).

Data Analysis

Validity Test

Outer Model

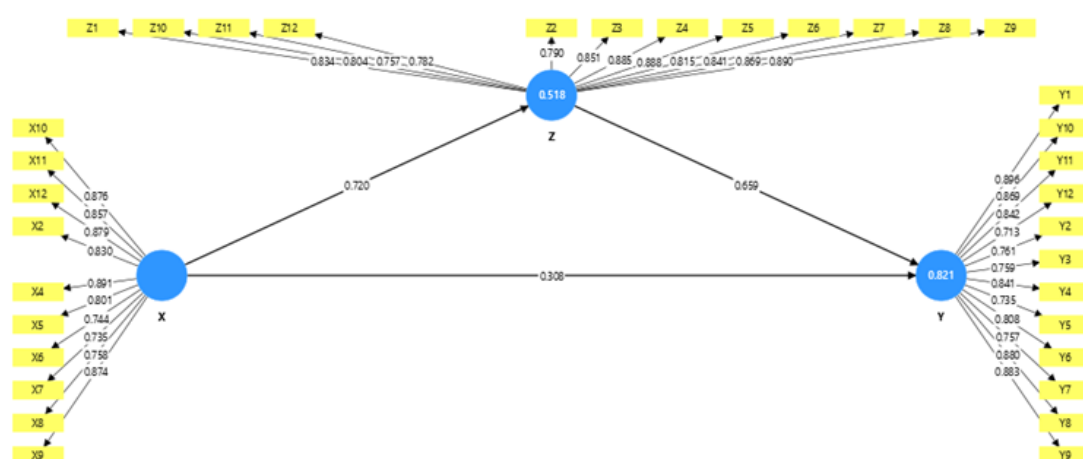


Figure 1. Outer Model

Source: Smart PLS 4, Year 2025

The convergent validity test's conclusion is depicted in the following figure using the outer loading value of each measurement model indicator. Based on the outer loading test results. An indicator is said to be valid if it has a loading factor value above 0.7 and it can be seen that each indicator in each variable above has a loading factor value above 0.7. So that all indicators in this study can be declared to have satisfied the outer loading value-based discriminant validity requirements. In addition to the loading factor, the AVE (average variance extracted) can be applied evaluate the legitimacy of the research data. The validity analysis's findings are shown below based on the AVE values, as applied in previous studies.

Table 2. Average Variance Extracted

Variabel	Average Variance Extracted (AVE)
EE (Y)	0,663
POS (X)	0,683
Job Satisfication (Z)	0,697

Source: Smart PLS 4, Year 2025

The AVE analysis indicates the extent to which the difference observed in in the indicators can be attributed to the latent. A construct is deemed to satisfy the requirements for discriminant validity when its (AVE) value is equal to or greater than 0.50. As shown in the table above, each AVE value exceeds the threshold of 0.5, indicating that the constructs in the model demonstrate strong convergent validity and are deemed acceptable. This value indicates that a majority of of the indicator variance can be interpreted through the core construct, thus meeting important requirements in construct validity in structural equation modeling.

Reliability Test

Table 3. Reliability Test

	Cronbach's Alpha	Composite reliability (rho_a)	Composite reliability (rho_c)
Employee Engagement	0,953	0,956	0,959
POS	0,948	0,954	0,955
Job Satisfication	0,960	0,962	0,965

Source: Smart PLS 4, Year 2025

Table 3 shows Cronbach's Alpha and Composite for all structures. When the internal reliability of the construct, as indicated by reliability values greater than 0.70, the study's instruments show a high degree of reliability. As a result, any construct in the examined model can be said to satisfy the dependability requirements and be trusted.

Inner Model

Tabel 4. Inner Model

	R ² -Square	R-Square-adjusted
Employee Engagement	0,821	0,813
Job Satisfication	0,518	0,508

Source: Smart PLS 4, Year 2025

The r square (R²) for EE variable (Y) is 0.821, as shown in Table 4, meaning that 82.1% of the variation in employee engagement can be explained by the model, with a 0.813 adjusted R-square. This demonstrates that the model's independent variables take into consideration 82.1% of the difference in EE. In contrast, the job satisfaction (Z) ratio (R-squared) is 0.518, with an adjusted R-squared score of 0.508, indicating a moderate and significant influence of POS, which explains 51.8% of the variance in job satisfaction.

Hypotesist Test

Table 5. Hypotesist Tes

	Original Sample	Sample -mean	STDEV	T-statistic	P-values
X -> Y	0,308	0304	0,100	3,090	0,002
X -> Z	0,720	0,724	0,057	12,604	0,000
Z -> Y	0,659	0,668	0,904	6,977	0,000

Source: Smart PLS 4, Year 2025

Table 6. Indirect Effect Hypothesis Tes

	Original Sample	Sample Mean	STDEV	T-statistic	P-values
X -> Z -> Y	0,475	0,485	0,089	5,313	0,000

Source: Smart PLS 4, Year 2025

POS on Employee Engagement

EE is significantly and positively influenced by how much support employees perceive from their organization, according to the findings of testing the first hypothesis (H1) (p value = 0,002 < 0,05; original sample = 0,308; t statistic = 3,090 > 1,96). This research shows that EE increases with pos, meaning that the more POS there is, the higher the level of EE.

POS on Job Satisfaction

As a mediating variable, job satisfaction is positively and significantly impacted by perceived organizational support, according to the findings of the second hypothesis test (p-value = 0.000; original sample = 0,720; t-statistic = 12,604 > 1.96). This shows that employee job satisfaction will increase in line with the support provided.

Job Satisfaction on Employee Engagement

The third hypothesis (H3) was tested, and the findings reveal that EE (Y) is positively and significantly impacted by Job satisfaction (Z) (p-value = 0,000; original sample = 0,659; t statistic = 6,977 > 1,96). This research suggests that the degree of employee connection to the organization increases with work satisfaction.

POS on EE is Mediated by Job Satisfaction

The findings demonstrated that there was a positive and significant correlation between EE mediated by job satisfaction and perceived organizational support. (p-value = 0.000; original sample = 0.475; t statistic = 5.313 > 1,96). This result implies that the association between POS and EE is positively and significantly mediated by job satisfaction. This mean When employees feel that their organization provides substantial support, they tend to greater satisfaction with their jobs and work environment. This perception frequently fosters positive emotional reactions and enhances their commitment to the organization and their responsibilities.

The findings of this study reveal that Perceived Organizational Support (POS) has a significant impact on both Job Satisfaction and Employee Engagement. This suggests that when employees feel valued and supported by their organization, their emotional investment and intrinsic motivation increase. This is supported by a path coefficient of 0.475 and with a p-value of 0.000, suggests a highly significant statistical relationship. These results can be interpreted through the lens of two major theoretical frameworks: Self-Determination Theory (SDT) and Organizational Support Theory (OST). According to SDT (Cerasoli et al., 2016), employees are intrinsically motivated when their psychological needs for autonomy, competence, and relatedness are fulfilled. POS contributes to this fulfillment by fostering a work environment where employees feel capable, connected to their organization, and entrusted with responsibilities. These conditions, in turn, enhance both engagement and job satisfaction.

Meanwhile, In the meantime, OST perceptions of how deeply the company values contributions and considers employee welfare will lead to a reciprocal relationship in the form of greater commitment and loyalty, according to Bui et al. (2024).

This reciprocal relationship provides an explanation for the strong connection observed between POS and both outcome variables in this study. In the context of Trans Padang, where issues such as high employee turnover and delayed salaries are present, POS may serve as a psychological buffer that mitigates the adverse effects of suboptimal working conditions. Employees who perceive strong organizational support are more likely to remain committed and engaged, even when operational challenges persist. Furthermore, these findings align with and build upon previous studies. For instance, (Tan et al., 2020) identified POS as a key predictor of employee engagement in the service industry. (Jong, 2018; Crucke et al., 2022) also found a positive relationship between organizational support and job satisfaction among public sector employees. Similarly, (Febriani & Mulyana, 2021) emphasized POS as a crucial factor in reducing turnover intentions. By focusing on the public transportation sector, this study contributes additional insight into the theoretical understanding of the vital role of organizational support in service-based environments with operational constraints.

CONCLUSION

A positive and meaningful relationship exists between POS and EE. This finding highlights that when workers think about that their company is aiding and support them on both emotional and professional levels, they are more inclined to feel committed and connected to their workplace. POS also demonstrates a significant impact on job satisfaction. Workers who believe higher levels of support tend to report greater satisfaction with their jobs. Job satisfaction has been found to positively affect employee engagement. When employees are satisfied with various aspects of their work, they are more likely to display higher levels of loyalty, emotional involvement, and motivation. Furthermore, job satisfaction plays a significant mediating role in the relationship between POS and employee engagement. This indicates that organizational support contributes more effectively to EE when it also enhances job satisfaction, thereby reinforcing employees' emotional and professional connection to the organization.

SUGGESTION

Although this study offers valuable insights, it has certain limitations. The limited number of samples (48 respondents) and the concentration on only one service corridor of Trans Padang restrict the extent to which the findings can be generalized. Additionally, the cross-sectional design prevents the exploration of causal relationships over time. This study also did not examine potential mediating or moderating variables such as leadership style, intrinsic motivation, or affective commitment, which may influence the impact of POS. From a practical perspective, the findings suggest that Trans Padang management should foster a more supportive work environment. Enhancing transparency, recognition, continuous training, and open communication can strengthen employees' perceptions of organizational support, potentially boosting their long-term engagement and loyalty. For future research, it is recommended to test this model in different sectors and regions to validate its broader applicability. Incorporating mediating variables such as intrinsic motivation (aligned with SDT) or organizational commitment (based on OST), and exploring external moderators like job stress or economic uncertainty, could provide a deeper understanding of how POS contributes to building a resilient and competitive workforce.

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