

THE EFFECT OF ORGANIZATIONAL SUPPORT ON EMPLOYEE ENGAGEMENT AND JOB SATISFACTION AND EMPLOYEE PERFORMANCE AT THE YOUTH AND SPORTS OFFICE IN EAST KUTAI REGENCY

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Abstract

This study aims to analyze the influence of organizational support on employee engagement and job satisfaction and its impact on employee performance at the East Kutai Regency Youth and Sports Office. The method used is quantitative with the Structural Equation Modeling-Partial Least Squares (SEM-PLS) approach. The research population is all employees in the agency with proportional sampling techniques. Data was collected through questionnaires and analyzed using SEM-PLS to test the relationships between variables. The results of the study show that organizational support has a positive and significant effect on employee engagement and job satisfaction. Employee engagement and job satisfaction also contribute positively and significantly to employee performance. In addition to organizational support, it directly affects the improvement of employee performance. These findings affirm the importance of the role of organizational support in creating a conducive work environment that increases engagement and job satisfaction which has an impact on improving performance. The recommendation of this study is to strengthen organizational support policies, such as improving work facilities, reward systems, and career development, to support optimal employee performance.

Keywords: Employee Involvement, Employee Performance, Job Satisfaction
Organizational Support, SEM-PLS

1. Introduction

Employee performance is one of the main aspects in determining the success of an organization in achieving its goals. In the government sector, especially in the Youth and Sports Office of East Kutai Regency, employee performance plays a very important role in the effectiveness and efficiency of public services. Employee performance can be measured by how well the tasks and responsibilities given can be completed properly according to the standards that have been set. This performance is not only assessed from quantitative aspects, such as the number of tasks completed in a certain time, but also from qualitative aspects, such as the level of community satisfaction with the services provided (De Lange & Christensen, 2024).

The main problem faced in improving employee performance is low productivity and work effectiveness. Many employees have difficulty completing tasks efficiently due to a lack of organizational support, limited resources, and lack of coordination between employees. The level of delay in the completion of the Youth and Sports program is still a major challenge, which has an impact on the delay in achieving the targets of the Youth

and Sports Office. Some employees also experience a lack of work motivation, which results in a decrease in productivity and effectiveness of the public services provided.

Employee performance is also influenced by the level of initiative and creativity at work. Employees who have high involvement in work will be more innovative and active in finding solutions to the problems they face. However, there are still many employees who only work according to instructions without any effort to make improvements or developments in work methods. Lack of appreciation for creativity and innovation is one of the factors that causes low employee initiative in improving their work performance (Kandemir, 2024).

The rapid development of technology requires employees to be able to adapt to the digital system used in the administration and management of programs to the Youth. The lack of use of technology in supporting work effectiveness is still a problem, where many employees still have difficulty in using digital systems to support their work. The Youth and Sports Office needs to improve digital training and the use of work technology to help employees be more productive and efficient in carrying out their duties.

To improve overall employee performance, Youth and Sports must adopt a more comprehensive strategy. Providing better organizational support, increasing employee involvement, and improving job satisfaction levels can help improve employee performance. Youth and Sports also need to ensure that employees receive adequate training, have a supportive work environment, and receive rewards that are commensurate with their contributions. With this approach, it is hoped that the performance of employees at the East Kutai Regency Youth and Sports Office can continue to improve and have a positive impact on the community.

Employee involvement is an important factor in determining productivity and work effectiveness in Youth and Sports. Employees who have a high level of involvement in their work will be more enthusiastic in completing tasks, more innovative, and have a higher level of dedication to Youth and Sports. In the context of the East Kutai Regency Youth and Sports Office, employee involvement is very important in managing youth and sports programs that require collaboration and creativity in their implementation (De Lange & Christensen, 2024).

However, one of the challenges in increasing employee engagement is the lack of participation in decision-making. Many employees simply follow instructions from leaders without being given the opportunity to contribute to work-related decision-making. A lack of open communication between management and employees can hinder a sense of ownership of their work, which can ultimately lower engagement rates in Youth and Sport.

Employee engagement can also increase innovation in Youth and Sports. Employees who feel involved in the work process tend to have higher initiative to find solutions to the problems they face. However, in the government sector, it is often found that the lack of a reward system for employee initiative leads to low motivation to innovate. Therefore, it is important for Youth and Sports to create a reward system that encourages employee engagement and creativity at work (Kandemir, 2024).

Employee involvement is also influenced by supportive work environment factors. A conducive work environment, a harmonious work atmosphere, and policies that allow employees to actively participate in Youth and Sports can increase employee engagement. Youth and Sports that provide space for employees to develop will create a workforce that is more loyal, more productive, and more dedicated to their duties (Yamuna & Phillips, 2024).

By increasing employee engagement through more open communication, fair rewards, and self-development programs, Youth and Sport can improve work effectiveness and overall employee productivity. Therefore, the East Kutai Regency Youth and Sports Office needs to design a more effective strategy in increasing employee involvement in order to achieve more optimal work results.

Job satisfaction is one of the important aspects in the world of work that reflects the level of emotional satisfaction and positive attitude of employees towards various aspects of their work, such as working conditions, compensation, relationships with colleagues, and career development opportunities. Job satisfaction not only impacts individual well-being but also has a close relationship with productivity, Youth and Sports commitment, and employee retention (Judge et al., 2021). In the context of the East Kutai Regency Youth and Sports Office, a high level of job satisfaction will contribute to improving employee performance, which ultimately supports the effectiveness of the implementation of youth and sports programs in the area.

This phenomenon shows that organizational support, employee involvement, and job satisfaction contribute to building optimal employee performance. These three variables not only affect individual productivity but also create a harmonious and sustainable work environment. By understanding the interaction between these three aspects, the Youth and Sports Office can design strategic policies that are able to improve employee performance holistically, support the achievement of Youth and Sports goals, and provide maximum public services.

Research on the influence of organizational support, employee involvement, and job satisfaction on employee performance has been widely conducted in various sectors. In the context of government, especially in the Youth and Sports Office, studies that integrate these three variables holistically are still limited. Most of the existing research focuses only on one factor, such as organizational support or employee engagement, without comprehensively examining how these three variables interact to affect performance. In fact, the government sector has unique dynamics that require a different approach compared to the private sector, especially in terms of employee motivation and job satisfaction (De Lange & Christensen, 2024; Kandemir, 2024) (Siregar & Syamsuri, 2024) (Yamuna & Phillips, 2024).

2. Theoretical Background

2.1 Employee Performance

Greenhaus & Allen, (2021) stated that employee performance involves quantitative and qualitative aspects, including productivity, innovation, and compliance with work standards. Herzberg (2020), adds that performance is influenced by intrinsic motivational factors, including recognition, achievement, and responsibility.

De Lange et al. (2024) highlights that employee performance increases significantly with good organizational support. Siregar and Syamsuri (2024) found that routine job training has a positive impact on employee productivity and work outcomes. Kandemir (2024) noted that the work flexibility policy increases the ability of employees to achieve targets.

Employee performance is a tangible result of an individual's contribution to achieving organizational goals, which is measured through quantitative aspects such as productivity and qualitative aspects such as creativity and innovation. Performance is influenced by a variety of factors, including individual abilities, organizational support, motivation, and work environment.

2.2 Job Satisfaction

Job satisfaction is a positive emotional condition that results from an individual's evaluation of work experience, including aspects of the job itself, relationships with colleagues, work environment, and rewards received. Job satisfaction is considered one of the important elements that affect employee motivation, performance, and loyalty to the Youth and Sports Office. (Herzberg, 2020) in *The Motivation to Work* states that job satisfaction is a combination of motivating factors such as recognition and achievement and maintenance factors such as work environment and interpersonal relationships.

Greenhaus & Allen (2021) explain that job satisfaction is a positive evaluation of various aspects of a job, including the fit between work and personal needs, career opportunities, and awards received. Taylor (2022) defines job satisfaction as the level of comfort that individuals feel when job-related expectations are met.

Job satisfaction is an emotional state that reflects the extent to which an individual feels satisfied with their job, which is influenced by internal factors such as motivation and reward, as well as external factors such as the work environment and interpersonal relationships. Job satisfaction is not only the result of meeting basic needs, but also the result of recognition, appreciation, and career development opportunities. Thus, job satisfaction has an important role in supporting employee performance and loyalty, which ultimately contributes to the overall success of the Youth and Sports Office.

2.3 Employee Engagement

Bakker & Schaufeli, W. B., (2021) stated that employee involvement consists of three main dimensions: vigor (energy and resilience), dedication (enthusiasm for work), and absorption (deep involvement in tasks). Robbins (2023) in *Organizational Behavior* notes that employee engagement is influenced by internal factors, such as motivation and job satisfaction, as well as external factors, such as leadership and organizational culture. Greenhaus & Allen (2021) in *Career Management* states that employee engagement is the result of strong relationships between individuals and organizations, where employees feel that work has meaning and relevance.

Employee engagement is a condition in which individuals demonstrate a level of energy, dedication, and deep involvement in the work. Employee engagement not only reflects job satisfaction but also illustrates the extent to which employees feel their work has meaning and impact on the organization. Internal factors, such as motivation, and external factors, such as a supportive work environment, play an important role in creating high engagement.

2.4 Organizational Support

Eisenberger et al. (2021) in *Perceived Organizational Support* defines organizational support as employee belief that the organization pays attention to welfare and appreciates contributions. Robbins & Judge (2023) in *Organizational Behavior* explain that organizational support includes policies, actions, and cultures that reflect the organization's concern for employee needs, including appreciation for performance and the provision of work facilities. Greenhaus & Allen (2021) note that organizational support is an important element in creating employee loyalty, especially when the organization demonstrates a commitment to career development and individual well-being. Rhoades & Eisenberger (2020)) emphasize that organizational support consists of a dimension of appreciation for individual contributions, fair treatment, and concern for employee well-being.

Organizational support reflects the extent to which employees feel valued and supported by the organization at work. This support includes appreciation for employee contributions, attention to well-being, and the provision of the resources necessary to achieve success on the job. Organizational support not only impacts improving individual performance, but also strengthens employee loyalty, motivation, and commitment to the organization. When employees feel supported, they tend to make the maximum contribution to the success of the organization.

2.5 Relationship between Research Variables

1) The Relationship of Organizational Support to Employee Performance

The relationship between organizational support and employee performance is very close. Strong organizational support creates a positive work environment, where employees feel valued and supported to reach their maximum potential. With awards, adequate facilities, and attention to well-being, employees are more motivated to work effectively, efficiently, and productively, which ultimately improves the overall performance of the organization.

2) The Relationship of Employee Involvement to Employee Performance

The relationship between employee engagement and employee performance is significant and mutually reinforcing. High engagement creates a sense of ownership and responsibility for work, which encourages employees to work more productively and effectively. By creating a work environment that supports engagement, organizations can ensure continuous improvement in individual and collective performance.

3) The Relationship of Job Satisfaction to Employee Performance

Job satisfaction has a close relationship with employee performance. Satisfied employees tend to have high motivation, loyalty, and dedication, which encourages them to work more effectively and efficiently. By creating a supportive work environment and ensuring employees feel satisfied with their work, organizations can improve overall productivity and success.

4) The Relationship of Organizational Support to Employee Engagement

The relationship between organizational support and employee engagement is very close. Consistent organizational support creates a conducive work environment, where employees feel valued and supported. By providing rewards, providing adequate facilities, and showing concern for well-being, organizations can significantly increase employee engagement. High engagement will have a positive impact on productivity and overall organizational success.

5) The Relationship of Organizational Support to Employee Job Satisfaction

Organizational support contributes directly to increasing employee job satisfaction. Support in the form of awards, provision of facilities, and attention to welfare not only creates a sense of satisfaction but also increases work motivation and employee loyalty to the organization. This shows that consistent organizational support is a key factor in building a productive and harmonious work environment. Organizational support has a significant positive relationship with employee job satisfaction. Support in the form of awards, work facilities, and attention to employee welfare increases individual satisfaction with their work.

3. Methods

3.1 Research Desain

This study aims to analyze the influence of organizational support, employee involvement, and job satisfaction on employee performance at the Youth and Sports Office. This conceptual framework is built on theory and empirical research that shows the relationship between these variables. Organizational support is defined as an employee's perception of the rewards, attention, and work facilities provided by the organization to support needs. Employee engagement encompasses energy, dedication, and deep engagement in the work, while job satisfaction reflects positive feelings towards different aspects of the job. Employee performance is the result of an individual's contribution to the achievement of organizational goals, (Robbins & Judge, 2023). The relationship between these variables is designed by considering that organizational support affects employee performance directly or through employee involvement and job satisfaction as a mediator. Strong organizational support is expected to create a conducive work environment, increase employee emotional, physical, and cognitive engagement, and increase job satisfaction. Ultimately, these factors contribute to better individual performance. More specifically, this relationship is designed with three main paths: (1) organizational support affects employee engagement and employee performance, (2) organizational support affects job satisfaction, which impacts employee performance, and (3) employee engagement and job satisfaction affect employee performance directly. This study uses a quantitative approach to test this relationship. This conceptual model uses Partial Least Squares Structural Equation Modeling (PLS-SEM) as an analysis tool. PLS-SEM is suitable for use because it is able to analyze complex relationships between variables, both direct and mediated relationships, and can handle data that does not meet the assumption of normality.

3.2 Research Population

In the study which aims to examine the Influence of Organizational Support on Employee Engagement and Job Satisfaction as well as Employee Performance at the Youth and Sports Office, the research population is defined as all individuals who are part of the Youth and Sports Office. This population consists of employees of the Youth and Sports Office who are involved in various operational, administrative, and public service activities in the agency. This population was chosen because it is a subject that is directly influenced by the organizational support provided, which includes emotional, instrumental, and resource support. They also become relevant individuals to measure engagement, job satisfaction, and their impact on employee performance. Thus, this population provides an accurate representation to identify the relationships between the variables studied.

The number of populations will be calculated based on the data of active employees in a given period registered with the Youth and Sports Service, and where possible, the data will include demographic variables such as age. This population was chosen because it is a subject that is directly influenced by the organizational support provided, which includes emotional, instrumental and resource support. They also become relevant individuals to measure engagement, job satisfaction, and their impact on employee performance. Thus, this population provides an accurate representation to identify the relationships between the variables studied. The population will be calculated based on the data of active employees in a given period registered with the Youth and Sports Office, and where possible, the data will include demographic variables such as age,

gender, job title, and length of service to enrich the research analysis. This research will focus on all civil servants working in the Youth and Sports Office, with a population of 160 people.

3.3 Sampling Techniques

The census method is a data collection technique in which all members of the population are included in the research. In other words, there is no sampling process, so all elements of the population become part of the data collection. This method is usually used when the population is small or when highly accurate data is required. According to Cochran (2020), the census is a research method that involves all members of the population to ensure that no information is missed.

Table 1. Distribution of Research Samples

No.	Field	ASN		Total ASN
		L	P	
1.	Secretarial	15	34	34
2.	Sports Culture	11	22	22
3.	Improved Sports Performance	17	28	28
4.	Infrastructure and Partnerships	9	24	24
5.	Youth Services	8	25	25
6.	UPT Sports Facilities and Infrastructure	17	27	27
Total		51	77	160

Source: Secretariat (2025)

The census method is particularly useful for research with small populations, where data accuracy and representation are priorities. Although it has drawbacks in terms of cost and time, the results obtained are very in-depth and free from sampling bias

4. Results and Discussion

4.1 Evaluation of the Outer Model

In the analysis of Structural Equation Modeling - Partial Least Squares (SEM- PLS), a structural model trajectory diagram is used to illustrate the causal relationships between latent variables. This structural model shows the relationship between independent variables (Organizational Support - X) and dependent variables (Employee Performance - Y3), by involving mediating variables, namely Employee Engagement (Y1) and Job Satisfaction (Y2). This trajectory diagram helps in understanding the strength of the relationships between variables, which is expressed in the form of path coefficients. The PLS Algorithm model is presented in the following image:

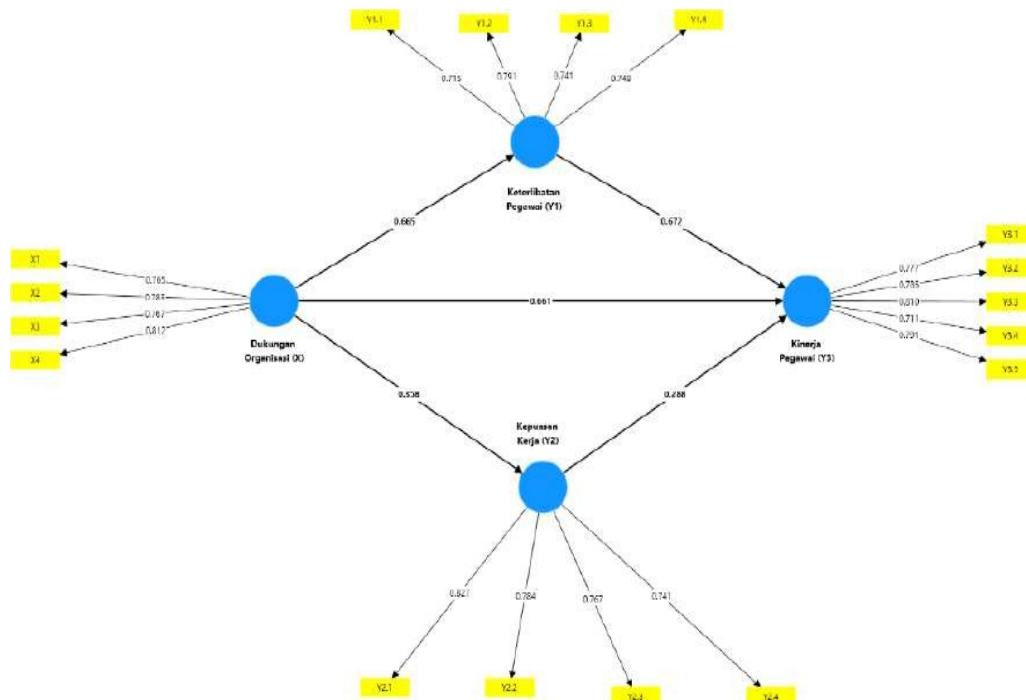


Figure 1. PLS Algorithm Structural Model Trajectory Diagram

The Relationship of Organizational Support (X) to Employee Performance (Y3) through Employee Engagement (Y1). In this trajectory chart, Organizational Support (X) has a direct influence on Employee Engagement (Y1) with a path coefficient of 0.665. This value shows that organizational support positively and strongly increases employee engagement. This means that the more support an organization provides, such as awards, work facilities, and fair policies, the higher the involvement of employees in their daily work.

The results of the structural model estimation with all PLS Algorithm estimation methods show the value of the path coefficient, namely through the t-statistical test (>1.96) and p value (< 0.05) between the construct variables, which can be seen in the following figure:

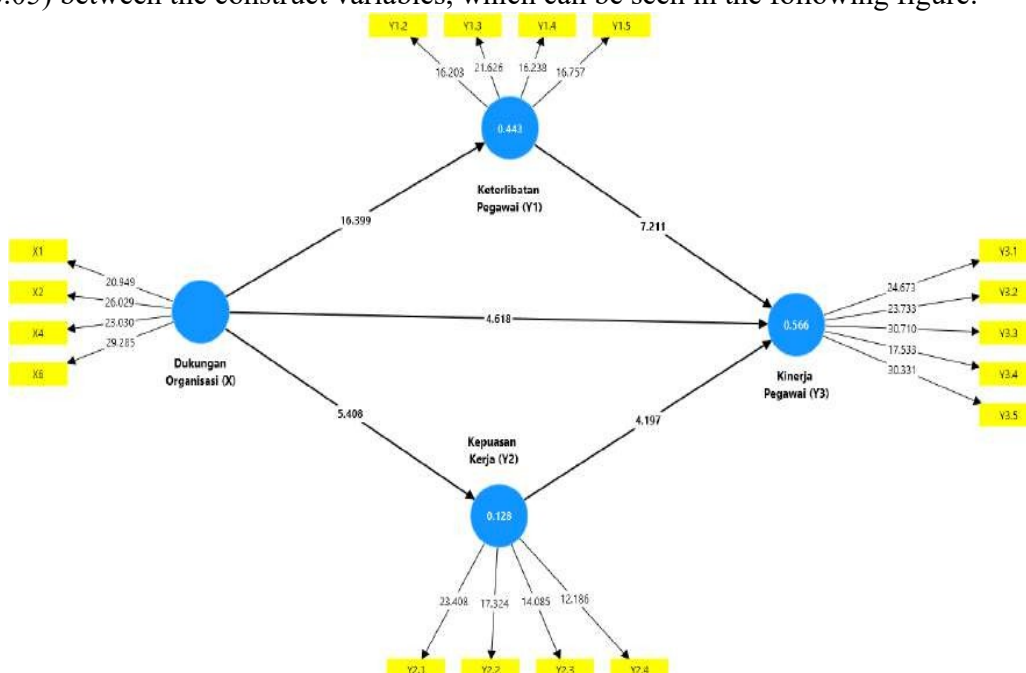


Figure 2. PLS Bootstrapping Structural Model Trajectory Diagram

4.2 Validity Convergence

The evaluation of the outer model in the analysis of Structural Equation Modeling - Partial Least Squares (SEM-PLS) aims to ensure the validity and reliability of the research construct. This outer model aims to measure how well the indicator is able to reflect the latent variables being measured. In this model, there are four main variables, namely Employee Performance (Y3), Job Satisfaction (Y2), Employee Engagement (Y1), and Organizational Support (X1). Validity and reliability were evaluated through several main criteria, namely Outer Loading, Composite Reliability (rho_a), Average Variance Extracted (AVE), Cronbach's Alpha, and Composite Reliability (rho_c). Each variable is evaluated in detail to ensure that all indicators have a significant contribution in measuring latent variables. The test results are then shown in the following table:

Table 2. Outer Model Test Results

No	Statement	In	Outer Loading	Composite Reliability (rho a)	(AVE)	Cronbach's alpha	Composite reliability (rho c)
Employee Performance (Y3)							
1	I was able to complete the task on time according to the given target.	Y3.1	0,777	0,835	0,601	0,834	8,883
2	I ensure that my work meets the specified quality standards.	Y3.2	0,785				
3	I always achieve the targets set by the organization.	Y3.3	0,810				
4	I often propose creative ideas to improve the quality of work.	Y4.4	0,711				
5	I am able to adapt to changes in new work processes or policies.	Y5.5	0,791				
Job Satisfaction (Y2)							
1	I feel that the compensation I receive is commensurate with my contribution.	Y2.1	0,827	0,802	0,609	0,788	0,861
2	I have a harmonious working relationship with my co-workers.	Y2.2	0,784				
3	I feel that my work efforts are	Y2.3	0,767				

No	Statement	In	Outer Loading	Composite Reliability (rho a)	(AVE)	Cronbach's alpha	Composite reliability (rho c)
	appreciated and recognized by the leadership.						
4	I got the opportunity to develop a career in this workplace.	Y2.4	0,741				
Employee Engagement (Y1)							
1	I always have enough energy to get my work done.	Y1.1	0,715	0,916	0,733	0,877	0,916
2	I feel very dedicated to the work I do.	Y1.2	0,791				
3	I feel fully engaged in my daily work.	Y1.3	0,741				
4	I am often involved in the decision-making process related to work.	Y1.4	0,748				
Organizational Support (X1)							
1	The organization rewards my contributions.	X1	0,765	0,79	0,611	0,788	0,79
2	The organization provides adequate work facilities to support productivity.	X2	0,783				
3	The organization showed concern for my well-being.	X3	0,767				
4	The organization implements a fair policy for all employees.	X4	0,812				

The Employee Performance Variable (Y3) in this study consists of five indicators that measure the ability of employees to complete tasks on time, ensure the quality of work, achieve organizational targets, generate creative ideas, and adapt to changes. The

convergent validity of these variables is assessed from the outer loading value which describes the contribution of each indicator in measuring latent variables.

4.3 Discriminatory Validity

The Fornell-Larcker method is used to compare the square root value of AVE (Average Variance Extracted) of each construct with the correlation between latent variables in the model. Discriminant validity is stated to be achieved if the square root value of AVE on the diagonal of the table is greater than the correlation between constructs that are in the same column or row. If the root value of AVE on the diagonal is greater than the other correlation value, then it can be concluded that the construct has good discriminant validity.

Table 3. Fornel- Lacker Test Results

	Organizational Support (X1)	Job Satisfaction (Y2)	Employee Engagement (Y1)	Employee Performance (Y3)
Organizational Support (X1)	0.782			
Job Satisfaction (Y2)	0,358	0.780		
Employee Engagement (Y1)	0,665	0,667	0.750	
Employee Performance (Y3)	0,661	0,228	0,672	0.775

In this table of Fornell-Larcker test results, there are four latent variables that are tested, namely Organizational Support (X1), Job Satisfaction (Y2), Employee Engagement (Y1), and Employee Performance (Y3). The test results showed that all variables in the model had good discriminant validity because the AVE square root value of each variable was greater compared to the correlation between the other variables in the same row.

4.4 Reliability

Reliability is one of the important aspects in the measurement of latent variables in the Structural Equation Modeling - Partial Least Squares (SEM-PLS) analysis. The reliability test aims to ensure the internal consistency of the indicators used in measuring latent variables. In this study, the reliability test was carried out using several parameters, namely Cronbach's Alpha, Composite Reliability (ρ_a), Composite Reliability (ρ_c), and Average Variance Extracted (AVE). These parameters are used to evaluate how consistent and accurate the indicators are in measuring the concepts being studied.

4.5 Inner Model Evaluation

R-Square Adjusted is used to correct the bias on the R-Square especially when the number of predictors varies. In the table of the results of the internal model evaluation, there are three endogenous variables analyzed, namely Job Satisfaction (Y2), Employee Involvement (Y1), and Employee Performance (Y3). Here is the R-Square analysis for each variable.

Table 4. Coefficient R2

	R-square	R-square adjusted
Job Satisfaction (Y2)	0.128	0.122
Employee Engagement (Y1)	0.443	0.439
Employee Performance (Y3)	0.556	0.558

In the Structural Equation Modeling - Partial Least Squares (SEM-PLS) model, the value of R^2 (R-Square) is used to measure the degree of variation of a dependent variable

that can be explained by its independent variable. The value of R^2 ranges from 0 to 1, where the higher the value, the greater the ability of the independent variable to explain the dependent variable.

Overall, this model shows that the combination of organizational support, job satisfaction, and employee involvement together makes a significant contribution to employee performance at the East Kutai Regency Youth and Sports Office. This supports the importance of organizational policies that are oriented towards employee development and empowerment.

Table 5. F Squares

	F-square
Support Organization (X) -> Job Satisfaction (Y2)	0,147
Organization (X) -> Employee Engagement Support (Y1)	0,794
Support Organisasi (X) -> Employee Performance (Y3)	0,146
Job Satisfaction (Y2) -> Employee Performance (Y3)	0,075
Employee Engagement (Y1) -> Employee Performance (Y3)	0,292

The results of the SEM-PLS analysis, the f-square value (f^2) is used to measure the effect size of independent variables on dependent variables in the structural model. Effect size helps determine the extent to which an independent variable contributes to explaining the dependent variable. In effect size analysis in quantitative research, the f^2 value is used to measure the magnitude of the influence of an independent variable on the dependent variable in regression analysis or structural models. Based on the commonly used interpretations in social and management research, the value of f^2 can be categorized into three levels of effect.

First, if the value of $f^2 = 0.02$, then the effect caused is relatively small, which means that the independent variable has a relatively low contribution in explaining the variance of the dependent variable. Second, when the value of $f^2 = 0.15$, the resulting effect is categorized as moderate, indicating that the independent variable has a significant influence on the dependent variable. Third, if the value of $f^2 = 0.35$, then the effect caused is relatively large, which means that the independent variable makes a strong contribution to the dependent variable in the model used. This categorization is often used as a reference in quantitative research to assess the strength of the relationship between variables and ensure the validity and interpretation of research results in more depth.

4.6 Hypothesis Testing Results

Testing the hypothesis of the influence between exogenous variables on endogenous can be seen in the test results between research variables in addition to being shown by the path coefficient and t-statistics as well as p value, which can also be seen in the PLS Algorithm and Bootstrapping path trajectory diagrams. The path coefficients and hypothesis testing can be seen in the table as follows:

Table 6. Hypothesis Testing Results

Hypothesis	Line Coefficient (O)	T-Statistic	P-Value	Conclusion
H1: Organizational support has a positive and significant effect on the performance of employees at the Youth and Sports Office	0,342	4.618	0,000	Accepted (Significant)

H2: Employee involvement has a positive and significant effect on employee performance at the Youth and Sports Office.	0,613	7.211	0,000	Accepted (Significant)
H3: Job satisfaction has a positive and significant effect on employee performance at the Youth and Sports Office.	-0.249	4.197	0,000	Accepted (Significant)
H4: Organizational support has a positive and significant effect on employee involvement in the Youth and Sports Office.	0,665	16.399	0,000	Accepted (Significant)
H5: Organizational support has a positive and significant effect on employee job satisfaction at the Youth and Sports Office	0.358	5,408	0,000	Accepted (Significant, with negative effects)

Based on the hypothesis test results shown in the table, here is an explanation for each hypothesis:

- 1) Organizational support has a positive and significant effect on the performance of employees at the Youth and Sports Office
 The test results showed that the path coefficient (O) was 0.342 with a T-Statistic value of 4.618 and a P-Value of 0.000. Since the T-Statistic value > 1.96 and the P-Value < 0.05 , this hypothesis is accepted, which means that the relationship between organizational support and employee performance is positive and significant.
- 2) Employee involvement has a positive and significant effect on employee performance at the Youth and Sports Office
 In the second hypothesis, the results showed a path coefficient (O) of 0.613 with a T-Statistic value of 7.211 and a P-Value of 0.000. Since the T-Statistic > 1.96 and the P-Value < 0.05 , this hypothesis is accepted. This means that employee engagement has a positive and significant influence on employee performance.
- 3) Job satisfaction has a positive and significant effect on employee performance at the Youth and Sports Office
 The results of the analysis showed a path coefficient (O) of -0.249 with a T-Statistic value of 4.197 and a P-Value of 0.000. Although this hypothesis is accepted because the T-Statistic > 1.96 and the P-Value < 0.05 , however, the negative value coefficient shows that job satisfaction has a negative effect on employee performance.
- 4) Organizational support has a positive and significant effect on employee involvement in the Youth and Sports Office
 This hypothesis shows a path coefficient (O) of 0.665 with a T-Statistic value of 16.399 and a P-Value of 0.000. Since the T-Statistic > 1.96 and the P-Value < 0.05 , this hypothesis is accepted.
- 5) Organizational support has a positive and significant effect on employee job satisfaction at the Youth and Sports Office

The test results showed a path coefficient (O) of 0.358 with a T-Statistic value of 5.408 and a P-Value of 0.000. Since the T-Statistic > 1.96 and the P-Value < 0.05 , this hypothesis is accepted. However, it should be noted that the resulting effect is negative, which means that increased organizational support actually decreases employee job satisfaction.

These results show that increasing employee engagement and organizational support is a strategic step in improving employee performance. However, it is necessary to manage job satisfaction carefully so as not to have a negative impact on productivity. With this understanding, organizations can formulate more appropriate policies to support optimal employee performance.

5. Conclusion

Based on the results of hypothesis testing using the Structural Equation Modeling - Partial Least Squares (SEM-PLS) method in this study, the following conclusions can be drawn:

- 1) Organizational support has a positive and significant influence on the performance of employees in the Youth and Sports Office. The test results showed that the higher the employee's perception of the support provided by the organization, such as awards, work facilities, and attention to welfare, the higher the performance achieved. These findings affirm the importance of the role of organizational support as a foundation for employee motivation and commitment to improve productivity and quality of work results.
- 2) Employee involvement has a positive and significant effect on employee performance. The SEM-PLS analysis indicates that employees who show a level of energy, dedication, and deep involvement in carrying out their duties are able to contribute more optimally to their work. This confirms that the emotional and cognitive involvement of employees is one of the main factors in achieving superior performance in the government work environment.
- 3) Job satisfaction has been proven to have a positive and significant influence on employee performance. Employees who are satisfied with compensation, interpersonal relationships, recognition of work results, and career development opportunities will be more motivated to provide maximum performance. These findings underscore the importance of the job satisfaction aspect as a mediating variable that strengthens the relationship between organizational support and performance.
- 4) Organizational support also has a positive and significant effect on employee engagement. With adequate support, employees tend to have higher levels of energy, commitment, and active participation in the organization. These results corroborate the theory of social exchange that states that organizational support is an important stimulus to build employees' emotional attachment to their work.
- 5) Organizational support has a positive and significant influence on employee job satisfaction. Organizations that are able to provide a fair reward system, adequate work facilities, and attention to employee welfare can increase employee satisfaction with the work environment. This satisfaction is one of the main drivers of improving employee performance and loyalty in the long term.
- 6) Overall, the results of hypothesis testing using the SEM-PLS method show that organizational support has a strategic role in increasing employee engagement and job satisfaction, which in turn has a positive impact on improving employee

performance in the Youth and Sports Office. The integration of these three variables provides a comprehensive overview of the key factors in effective human resource management in government organizations.

This research has several limitations that need to be acknowledged to provide a comprehensive understanding of the findings obtained. First, the scope of research that is limited to a single government agency (the Office of Youth and Sports) may not fully represent the dynamics that occur across government organizations or the private sector. Second, data collection methods that rely on self-report questionnaires have the potential to contain respondents' subjectivity biases, such as the tendency to provide answers that are considered more socially acceptable. Third, the cross-sectional research design used does not allow researchers to capture the changes and developments of variables over time, so long-term causal relationships cannot be ascertained. Fourth, there are several important external factors such as organizational culture, leadership style, or local political influences that may influence the results of the study but are not included in the analysis model. Fifth, although the SEM-PLS method has the advantage of handling a relatively small sample, it has limitations in uncovering non-linear relationships between variables compared to other analysis techniques.

Theoretically, this study validates the integration model of organizational support, employee engagement, and job satisfaction in the government sector, while strengthening the theory of social exchange. Practically, the results of the study provide guidance to improve performance through strengthening organizational support systems, employee engagement programs, and job satisfaction policies. The novelty of the research lies in the application of the private sector human resources model in the Indonesian bureaucracy and the use of SEM-PLS analysis.

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