

THE INFLUENCE OF ORGANIZATIONAL SUPPORT ON EMPLOYEE PERFORMANCE THROUGH EMPLOYEE ENGAGEMENT AND PROACTIVE WORK BEHAVIOR AMONG EMPLOYEES OF THE NGAWI REGENCY INSPECTORATE

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ABSTRACT

The objective of this research is to explore how organizational support influences the performance of employees at the Inspectorate of Ngawi Regency, either directly or through the involvement of Employee engagement and proactive work behavior. The research population consists of all 59 civil servants at the Inspectorate of Ngawi Regency, including 53 permanent civil servants (PNS) and 6 candidates (CPNS), all of whom were sampled using a census method. Data were analyzed utilizing the Partial Least Squares (PLS) statistical framework. Results revealed a significant positive relationship between organizational support and employee performance ($p < 0.05$). The mediation analysis confirmed that employee engagement serves as a significant mediator in this relationship, whereby organizational support influences performance through its effect on work engagement levels. Proactive work behavior is also proven to mediate this relationship, with organizational support encouraging employees to take initiative and act proactively, thereby enhancing overall performance.

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INTRODUCTIONS

Human resource management (HRM) in government organizations faces complex challenges, particularly in optimizing employee performance to achieve organizational goals. Employee performance becomes an important indicator of organizational success in providing public services and supporting regional development. One factor that significantly influences employee performance is organizational support they receive, which includes recognition of contributions, attention to welfare, and self-development opportunities (Amin et al., 2022; Ariarni & Afrianty, 2017;

Sinaga, 2023). Employees who feel valued and supported tend to be more motivated, enthusiastic, and work more effectively, while lack of support can decrease commitment and productivity

In the context of Ngawi Regency Inspectorate, organizational support is crucial because employee performance directly affects the effectiveness of supervision and government accountability in the region. The Inspectorate has strategic duties to assist the Regent in fostering and supervising the implementation of government affairs, including assistance tasks by regional apparatus. However, despite the Inspectorate's important role in regional governance, constraints in employee performance management still exist. One of the main factors affecting employee performance is the level of support provided by the organization. Adequate organizational support is essential for increasing employee motivation and engagement, which in turn contributes to improving supervision effectiveness and achieving government organizational goals.

Ngawi Regency was chosen as the research location because its performance has shown an increasing trend over several periods. This is evident from several awards received and success in various development aspects. Some evidence of Ngawi Regency's positive performance achievements includes receiving the Innovative Government award for hard work and commitment in infrastructure development, including roads and bridges, as well as success in maintaining its position as a National Food Barn. Additionally, BPRS Ngawi also received the Innovative Corporate award for its role in providing sharia capital access for micro and small business actors, helping them avoid online loans and loan sharks. Furthermore, the Vice Regent of Ngawi received the Special Achievement award for his role in maintaining conducive conditions and political stability in Ngawi Regency.

In infrastructure development and road and bridge improvement in Ngawi Regency shows real efforts to improve regional connectivity and support community mobility. Ngawi Regency Government has achieved WTP (Unqualified) Opinion for 12 consecutive times since 2013. In this case, Ngawi Regency Government consistently receives an 'A' (Satisfactory) rating for Performance Accountability Evaluation Reports (SAKIP) for 6 consecutive times since 2019. Equally important, the Civil Service Professionalism Index (IP ASN) of Ngawi Regency Government tends to increase each year and obtained a "Very Satisfactory" rating with a score of 93.17 in 2023.

However, employee performance achievements at Ngawi Regency Inspectorate still face several problems. There are still activities that have not reached 100% targets, such as periodic internal supervision implementation (93.75%), complaint case handling (90.91%), supervision findings evaluation (89.47%), government agency performance accountability report evaluation (90%), and technical guidance for accountability report preparation (62.86%). These results show a gap between set targets and achieved realization, indicating potential problems in task implementation and employee work effectiveness.

This issue is likely caused by various factors, including human resource (HR) capacity, work system effectiveness, and low motivation and employee engagement in actively carrying out their duties. Lack of organizational support in the form of facilities, guidance, role clarity, and recognition of employee contributions can decrease work motivation and sense of ownership toward work. This condition impacts low employee engagement, namely emotional and psychological attachment of employees to work, as well as decreased proactive work behavior that is essential to ensure supervision functions can be carried out optimally.

Enhancing employee performance hinges heavily on the level of support provided by the organization (Jelita et al., 2024), because employee perceptions about organizational support they receive will directly affect the quality and results of their work. According to Arifin & Darmawan, (2021) employee thinking about how much the organization supports them will greatly influence the performance they show. Organizational support can be felt through treatment given by the organization to employees, which includes recognition of their contributions, attention to their welfare, and opportunities to develop their potential. When organizations show positive attitudes toward employees by appreciating their work, providing facilities that support work, and providing opportunities for professional development employees will feel valued and more motivated to work harder and more productively.

Most research, such as conducted by Ambarsari et al. (2021), Metria & Riana (2018), and Marbun & Jufrizen (2022) shows a strong correlation between the support provided by the organization and the performance of employees. However, other research such as conducted by Defrionaldo & Rivai, (2019) and Soeprijadi & Sudibjo (2021) actually shows that organizational support can have negative effects on employee performance. This indicates certain factors or contexts that are not fully understood that can cause such negative effects.

Research by Jayanti & Rifani, (2022) reveals that perceptions of support from the organization play a crucial role in boosting employee performance by increasing their engagement. This means that when employees believe they have the backing of the organization, they are more likely to be emotionally, mentally, and physically invested in their work, leading to enhanced performance overall. This is reinforced by Amin et al., (2022) who states that perceived organizational support can increase employee emotional involvement, thus contributing directly to increased productivity and better work results.

Research gap on the effect of organizational support on work engagement shown in research by Wahyuni, (2019), several studies show results that are not entirely consistent. For example, research by Santoso et al., (2021) found that in organizational contexts with very competitive work cultures and high work pressure, perceived organizational support does not always significantly increase work engagement, so positive impact on performance becomes weaker or not significant. Additionally, study by Arifin & Darmawan (2021) show that other factors such as leadership style and physical work conditions also have more dominant influence in shaping work engagement compared to organizational support, so the role of organizational support as a main predictor of work engagement and performance still needs deeper study.

Organizational support has significant influence on employee proactive work behavior, which in turn positively impacts employee performance. Nabila & Ratnawati, (2020) state that proactive work behavior is reflected in employee initiative to complete tasks more efficiently and maximize organizational resources. Employees who feel supported by the organization tend to show proactive attitudes as a form of positive response. Caesens et al., (2016) also add that leadership support that provides psychological security and creative opportunities can increase employee self-efficacy and motivation, thus triggering proactive work behavior.

Nabila & Ratnawati, (2020) indicates that increased employee performance improvement is a result of proactive work behavior that is influenced by organizational support. This can be observed through higher levels of customer satisfaction and more efficient work outcomes. The positive correlation between organizational support, proactive work behavior, and employee performance is evident (Liu et al., 2019). However, several other studies found inconsistent results regarding the role of proactive behavior as an intervening variable. For example, research by Sutopo (2024) shows that organizational support does not always significantly increase proactive work behavior in very bureaucratic organizational contexts, so the mediation relationship between organizational support and performance through proactive behavior becomes less strong or not significant. Numerous areas of research that lack information can guide future studies to investigate additional factors that could potentially link organizational support to employee performance. One possible method involves incorporating employee engagement and proactive work behavior as mediating variables in the study.

In this context, relationships that arise between organizations and employees become stronger and more positive, which underlies the formation of reciprocal social exchange relationships. Social Exchange Theory, proposed by Blau, quoted in Noerchoidah et al. (2022) argues that individuals engage in social relationships with expectations they will receive rewards equal to or greater than the efforts they give. In organizational context, employees develop positive social relationships with the organization if they feel valued and supported by that organization. This is also the basis for the emergence of Organizational Support Theory, thus becoming the main foundation for forming reciprocal relationships between organizations and employees, where employees who feel supported will contribute more to the organization.

Organizational Support Theory (OST) proposes that there are core biological processes that individuals go through when evaluating the extent to which organizations provide support. This forms the foundation for creating Social Exchange, namely mutually beneficial relationships, where employees feel valued and supported, while organizations benefit from increased performance, loyalty, and commitment from employees. When employees feel they are valued and the organization provides the support they need, both materially and emotionally, they will feel more connected to organizational goals. Based on the background description above, as well as previous research, and finding research gaps, hence this paper aimed to explore how organizational support influences the performance of employees at the Inspectorate of Ngawi Regency, either directly or through the involvement of Employee engagement and proactive work behavior.

LITERATURE REVIEW

Organizational Support

Perceived Organizational Support (POS) is a concept that looks at the level of recognition and backing employees believe they receive from the organization they work for (Eisenberger et al., 1986; Hardianto & Ratna, 2022). This support is not only physical, such as work facilities, but also psychological, including recognition, security, and fair treatment. Support perception is formed from daily work experiences, such as contribution recognition, training, career development opportunities, open communication, and fair reward systems (Karlinda et al., 2022; Rahmayani & Wikaningrum, 2022). Consistent support builds employee sense of belonging, trust, and loyalty to the organization (Chaidir et al., 2023; Jayanti & Rifani, 2022; Marbun & Jufrizen, 2022).

Additionally, organizational support also impacts mental health, welfare, work engagement, and employee intrinsic motivation (Simatupang et al., 2023; Wulandari & Mujanah, 2024). Employees who receive assistance and encouragement are typically more efficient, dedicated, and willing to go above and beyond (Li et al., 2022), while reducing negative behavior and increasing long-term loyalty (Cahayu & Rahyuda, 2019; Côté et al., 2021). Perceived organizational support also strengthens employee intentions to stay in the organization (Sukistianingsih et al., 2023). Thus, understanding and implementing organizational support becomes important for building positive, productive, and sustainable work culture in various types of organizations, both government and private sectors.

Employee Engagement

The level of employee engagement is determined by their level of involvement, commitment, and passion towards their work (Nurcahyo, 2021; Sayekti & Suhartini, 2022). Employees with high attachment tend to show greater responsibility toward their tasks, strive to complete work optimally, and improve individual and organizational work results (Wijaya & Soeharto, 2021). Employee engagement can also create productive work atmosphere, motivate employees to contribute maximally, and increase company operational efficiency and productivity (D. A. Safitri & Suharnomo, 2022; Witriaryani et al., 2022).

This concept was first introduced by Kahn and explained through employee physical, cognitive, and emotional involvement in work (Hadi & Soelistya, 2025; Sumantri et al., 2023). Employee psychological attachment is influenced by three main domains: meaning, security, and availability, which determine how actively employees contribute and express themselves in their work (Merissa, 2018). Although Kahn's model is comprehensive, its operationalization has not been fully empirically tested in various work contexts (Sayekti & Suhartini, 2022). Overall, Employee engagement becomes an important factor for management in creating productive and conducive work environments, and ensuring employees are committed and play optimal roles in organizations (N. A. Safitri & Soleh, 2022).

Proactive Work Behavior

Proactive work behavior is active and initiative action that focuses on the future to improve situations before problems arise (Caesens et al., 2017). Proactive employees not only complete assigned tasks but also strive to create positive change, recognize opportunities, improve efficiency, and solve potential problems. This behavior is preventive, showing courage, initiative, and persistence, and encourages innovation and work quality improvement in organizations. Proactive employees actively seek creative solutions, participate in process improvements, and contribute to long-term organizational success.

Proactive work behavior is closely related to employee performance, because proactive individuals are more initiative, active, and able to see opportunities to improve work situations (Hidayat et al., 2022; Sutopo, 2024). They not only follow instructions but also set their own goals, exceed formal tasks, and focus on long-term achievements (Amdanata, 2023). This behavior shows employee ability to control work environment, prevent problems before they arise, and create added value for themselves, teams, and organizations as a whole.

Employee Performance

Employee performance is a crucial aspect in assessing organizational success, which is greatly influenced by strategic management, structured planning, and objective evaluation systems. Through strategic management approach, organizations can create work environments that support employee development, provide continuous training, and formulate relevant performance indicators. Performance is not only seen from task completion but also from effectiveness, quality, discipline, and employee responsibility in achieving set targets (Herlambang et al., 2023; Robbins & Judge, 2019; Wulansari & Anwar, 2022). Factors such as ability, experience, motivation, and organizational support also play important roles in determining individual and team performance achievement (Aswin, 2019; Kirono & Anwar, 2024; Mulyati et al., 2023).

The theory of goal setting highlights the significance of having clear goals, setting challenging yet achievable targets, committing to tasks, receiving feedback, and managing complex tasks to enhance employee performance (Arfian et al., 2022; Fariyani & Pertiwi, 2021; Herlambang et al., 2023; Locke & Latham, 2002). Implementing this theory, for example through Key Performance Indicators (KPI) systems, helps employees understand organizational expectations and focus on target achievement (Nurjanah & Yuniningsih, 2025; Premesti & Yuniningsih, 2023). Additionally, performance indicators include quantitative and qualitative aspects such as productivity, work quality, interpersonal skills, and procedural compliance (Dewi & Wibawa, 2023). Motivation factors, experience, skills, managerial support, and ethical leadership become additional determinants of employee performance success, so management needs to create strategies that can build productive work climate and support optimal performance achievement (Amirudin & Nugroho, 2022; L. D. Safitri et al., 2024; Sari & Yuniningsih, 2015).

The Effect of Organizational Support on Employee Performance

Organizational support involves the level of attention, acknowledgment, and resources provided by companies to enhance employee performance. It is crucial in enhancing employee competencies and capabilities to achieve tasks efficiently (Umihastanti & Frianto, 2022). Valued employees exhibit higher motivation levels, improving work quality. Blau's (1964) Social Exchange Theory explains individual-organizational relationships through reciprocal principles. Organizations providing adequate support create valued employees who reciprocate through improved performance.

Research by Ambarsari et al. (2021) shows that organizational support has positive and significant effects on employee performance. Forms of support can be appreciation, adequate work facilities, career development opportunities, or attention to employee welfare. All these factors increase employee motivation and commitment to tasks and organizational goals. Noerchoidah et al. (2022) adds that support from leaders and colleagues creates

conducive work environments, thus encouraging employees to show better performance. Conversely, lack of support, such as inadequate facilities or unfair treatment, can decrease motivation and performance (Amin et al., 2022)

Marbun & Jufrizen (2022) affirms that when employee psychological needs are met, such as feeling valued and respected, they will have higher responsibility toward the organization. This encourages employees to work harder and more responsibly, which positively impacts performance. Based on this description, the following hypothesis can be formulated:

H1: Organizational support has positive effect on employee performance at Ngawi Regency Inspectorate.

The Effect of Organizational Support on Employee Performance through Employee Engagement

Organizational backing, encompassing employee well-being, meeting job requirements, and focus on professional growth, is crucial in shaping employees' favorable views of the company. This perception encourages the emergence of employee engagement, namely emotional, cognitive, and physical attachment of employees to their work, so they are encouraged to contribute maximally. Based on Organizational Support Theory (OST), employees who feel valued and supported will respond to the organization with positive behavior, including increased motivation, loyalty, and commitment to tasks.

Empirical studies consistently support this relationship. Wahyuni (2019) shows that perceived organizational support has positive effect on performance through work engagement. Veronika et al. (2024) adds that adequate work facilities, fair appreciation, and career development opportunities encourage employees to be more involved in work, increasing productivity and innovation. Amin et al. (2022) affirms that employee emotional involvement as a response to organizational support significantly improves performance. Thus, employee engagement plays a crucial role in magnifying the influence of organizational support on employee achievements. Based on this explanation, we can formulate the following premise:

H2: Organizational support has positive effect on employee performance through employee engagement at Ngawi Regency Inspectorate.

The Effect of Organizational Support on Employee Performance through Proactive Work Behavior

Organizational support, operationalized as the extent of organizational appreciation for employee contributions and welfare concern, functions strategically in proactive work behavior formation. Proactive work behavior constitutes voluntary employee-initiated actions targeting problem anticipation, prevention, resolution, and work process enhancement, yielding positive overall performance impacts. Adequate support conditions facilitate employee behavior extending beyond assigned task completion toward innovative work methodology identification.

Based on Organizational Support Theory (OST) developed by Eisenberger and colleagues, perceived organizational support forms employee intrinsic motivation to be more involved, creative, and innovative. OST explains that employees who feel cared for and valued by their organization will show higher commitment and strive to provide optimal contribution as a form of reciprocal response to attention and support received. Supportive work environment, including adequate facility provision, competency development training, and fair reward systems, further strengthens this proactive behavior.

Previous research results, such as conducted by Nabila & Ratnawati (2020) and Sutopo (2024), show that taking initiative in the workplace acts as a bridge between organizational support and how well employees perform. When workers feel backed by their company, they are more likely to come up with innovative ideas, take active steps to address issues, and suggest enhancements to work procedures. Thus, proactive behavior not only becomes a response to organizational support but also becomes an important pathway that strengthens support influence on performance improvement. Based on this description, the following can be formulated:

H3: Organizational support has positive effect on employee performance through proactive work behavior at Ngawi Regency Inspectorate.

METHODS

The study employs an Explanatory Research method to examine the connections between organizational support and employee performance by considering employee engagement and proactive work behavior as intermediary factors. The objective is to elucidate the impact of organizational support on employee performance by taking into account employee engagement and proactive work behavior, as well as the dynamics between these three variables. The research population is all civil servants employees at Ngawi Regency Inspectorate totaling 59 people (53 civil servants (PNS) and 6 candidates (CPNS)). However, from the entire population, 2 of them did not fill out questionnaires because they were on extended leave. The sample used is total sample (census), so the sample number equals the population number, namely 57 employees.

Data analysis uses Partial Least Squares (PLS), a multivariate statistical technique to explore relationships between variables in structural models. PLS was chosen because it is effective for small samples, non-normally distributed data, and complex models.

1. Outer Model: Tests validity and reliability of indicators to latent variable constructs through convergent validity (loading factor >0.70 ; AVE ≥ 0.50 ; CR & Alpha ≥ 0.70) and discriminant validity.
2. Inner Model: Analyzes structural relationships between constructs, assesses independent variable effects on dependent variables, both directly and indirectly through mediation variables. Evaluation criteria include: a) F^2 (Effect Size): ≥ 0.35 large; ≥ 0.15 medium; ≥ 0.02 small. b) R^2 (Coefficient of Determination): ≥ 0.75 substantial; ≥ 0.50 moderate; ≥ 0.25 weak. c) Q^2 : >0 shows model relevance.

Hypotheses are tested using t-statistics and p-values. With 5% significance level ($\alpha=0.05$), hypotheses are accepted if t-statistics >1.96 or p-value <0.05 , indicating significant effects between variables.

RESULTS

Convergent Validity Test

In confirmatory research, it is important that loading factor values exceed 0.5 for convergent validity, and the Average Variance Extracted (AVE) values must also be higher than 0.5 (Ghozali & Latan, 2015). The relationship model between variables and indicators in measurement models is based on outer Loading table.

Table 1. Outer Loadings (Factor Loading)

Indicator	Organizational Support (X)	Employee Engagement (Z1)	Proactive Work Behavior (Z2)	Employee Performance (Y)
X1.1	0,796			
X1.2	0,723			
X1.3	0,849			
Z1.1		0,846		
Z1.2		0,862		
Z1.3		0,833		
Z2.1			0,718	
Z2.2			0,844	
Z2.3			0,707	
Z2.4			0,819	
Z2.5			0,723	
Y1				0,901
Y2				0,868

Y3	0,820
Y4	0,858
Y5	0,854

Source: PLS data processing results

Based on Table 1 results, loading factor values for Organizational Support (X) variable indicators are: X1.1 at 0.796; X1.2 at 0.723; and X1.3 at 0.849. Since all loading values are above the 0.5 threshold, all three indicators are declared valid for measuring the Organizational Support variable. Additionally, all indicators on Employee Performance variable also have loading factor values above 0.5, so they are valid for use as measurement tools for that variable. Overall, the Outer Loadings table analysis indicates that all indicators within the Organizational Support, Employee Engagement, Proactive Work Behavior, and Employee Performance variables possess loading factor values that exceed 0.5. As a result, all indicators employed in this study satisfy convergent validity requirements and are suitable for utilization as construct measures for the specified variables.

Discriminant Validity Test

The outcomes of the test for discriminant validity using the Fornell-Larcker Criterion show that all elements in the research model display distinct validity. This is proven by the square root of the Average Variance Extracted (AVE) values for each element being greater than the correlation values with other elements in the same categories. For instance, the square root AVE for the Organizational Support (X) element is 0.791, which surpasses its correlation values with Employee engagement (Z1) at 0.276, Employee Performance (Y) at 0.495, and Proactive Work Behavior (Z2) at 0.435. Overall, these results show that all research variables, namely Organizational Support, Employee engagement, Employee Performance, and Proactive Work Behavior have square root AVE values larger than their correlation values with other variables. Thus, discriminant validity in this research model is met, indicating that each construct truly measures different concepts and does not overlap.

Variable Reliability and Validity

The measurement model in this research has met required validity and reliability criteria. From convergent validity perspective, all constructs show AVE values above 0.50, ranging from 0.584 to 0.717. This indicates that used indicators can adequately explain latent variables. Meanwhile, construct reliability is also proven good, with Composite Reliability values ranging from 0.718 to 0.884, all exceeding the minimum limit of 0.70. These findings show high internal consistency among indicators in measuring their respective constructs. This consistency is also strengthened by Cronbach's Alpha and rho_A results in the range of 0.703 to 0.822. Thus, it can be concluded that this research measurement model meets convergent validity and construct reliability requirements, making it suitable for further analysis stages.

Structural Model Testing (Inner Model)

Goodness-of-fit tests for structural models require analyzing R-Square values. When evaluating inner models, the focus is on the R-Square values found in the equations that show the connections between hidden variables. These R² values provide insight into how well the independent variables can explain the dependent variables within the model.

Table 2. R Square

	R Square	R Square Adjusted
Employee Engagement (Z1)	0,476	0,460
Employee Performance (Y)	0,647	0,627

Proactive Work Behavior (Z2)	0,490	0,475
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Source: PLS data processing results

Results show an R-Square value of 0.647 for Employee Performance (Y), meaning the model's variables explain 64.7% of Employee Performance changes, with 35.3% from other factors outside the model. This R-Square demonstrates the model has good explanatory power for Employee Performance and can adequately predict employee performance, though other unincluded factors also influence performance variation. Predictive relevance (Q^2) measures how well the model predicts observation values. $Q^2 > 0$ shows predictive relevance (closer to 1 is better), while $Q^2 \leq 0$ shows no predictive relevance. Q^2 equals the total coefficient of determination in path analysis.

$$Q_2 = 1 - (1 - R^2_1) (1 - R^2_2) \dots (1 - R^2_n)$$

The R-Square values for endogenous variables in the model are represented as $R^2_1, R^2_2 \dots R^2_n$. By referring to the table provided above, the Q-Square value can be calculated using the Stone-Geisser Q Square Test formula (Ghozali, 2016):

$$Q_2 = 1 - (1 - R^2_1)$$

$$Q_2 = 1 - (1 - 0.647)$$

$$Q_2 = 0,647$$

The Q-Square analysis found in this study yielded a result of 0.647, equivalent to 64.7%. This indicates that the model utilized in the research possesses a significant predictive capacity, as it can account for 64.7% of the information present in the research data.

Hypothesis Testing

Hypothesis Test – Direct Effect

Tabel 3. Path Coefficients T-Values, P-Values

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Organizational Support (X) - > Employee Performance (Y)	0,219	0,223	0,079	2,787	0,006

Source: PLS data processing results

Results show that Organizational Support (X) has a positive and significant effect on Employee Performance (Y), with path coefficient 0.219, T-statistics 2.787, and p-value $0.006 < 0.05$. Using the 5% significance level and T-statistic reference > 1.96 , the first hypothesis is accepted. Higher organizational support significantly increases employee performance.

Hypothesis Test – Indirect Effect

Table 4. Specific Indirect Effects T-Values, P-Values

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
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Organizational Support (X) -> Employee engagement (Z1) -> Employee Performance (Y)	0,135	0,138	0,056	2,207	0,028
Organizational Support (X) -> Proactive Work Behavior (Z2) -> Employee Performance (Y)	0,181	0,189	0,077	2,347	0,019

1. Empirical analysis reveals that Organizational Support (X) exerts a statistically significant indirect effect on Employee Performance (Y) through the mediating construct of Employee Engagement (Z1). The estimated path coefficient (0.135), supported by a T-statistic of 2.207 and a p-value of 0.028 (<0.05), substantiates the acceptance of the second hypothesis. These results suggest that employee performance improves as organizational support fosters higher engagement.
2. Further analysis indicates that Organizational Support (X) significantly contributes to Employee Performance (Y) through the mediation of Proactive Work Behavior (Z2). The indirect effect is demonstrated by a path coefficient of 0.181, a T-statistic of 2.347, and a p-value of 0.019 (<0.05). Consequently, the third hypothesis is accepted, confirming that enhanced organizational support positively shapes employee performance via increased proactive behavioral tendencies.

DISCUSSION

Effect of Organizational Support on Performance

The outcomes of the study indicate that the support provided by the organization has a substantial impact on the performance of employees in Ngawi Regency Inspectorate. When organizations provide adequate support, both psychologically and professionally, employee performance increases. The Inspectorate has implemented various programs and policies, such as routine training to improve technical and professional competencies, adequate work facility provision, and access to supporting resources so employees can work optimally. Additionally, fair and transparent reward systems, in the form of certificates, incentives, and advanced training opportunities, motivate employees to improve performance and feel valued. Open communication channels between management and employees also ensure employee aspirations and needs are channeled and receive quick responses from leadership.

The indicator "My institution provides adequate allowances according to workload" has the highest average value and factor loading, showing consistent employee perception about the importance of financial support as concrete form of organizational attention. Providing allowances, incentives, training, digital work facilities, and routine communication forums are concrete forms of support that improve welfare, motivation, competency, and employee loyalty, so overall Inspectorate performance increases. These findings align with research results by Ambarsari et al. (2021), showing that support from the organization has a beneficial impact on employees' job performance, encompassing recognition, workplace amenities, personal growth opportunities, and care for overall well-being. Social Exchange Theory framework (Blau, 1964) explains that relationships between employees and organizations are based on reciprocal principles. When employees feel supported and valued through facilities, attention, and appreciation, they are encouraged to reciprocate with performance improvement. Thus, organizational support becomes an important factor in motivating employees and improving their overall performance.

Employee Engagement Mediates the Effect of Organizational Support on Employee Performance

Empirical results establish Employee Engagement as a significant mediating construct in the organizational support-employee performance relationship at Ngawi Regency Inspectorate. The data demonstrate that organizational support impacts on employee performance enhancement are mediated through work engagement improvements.

Organizational support interventions, including training programs, adequate work facilities, and performance recognition and appreciation systems, increase employee emotional, cognitive, and physical work attachment levels. Employees feel valued, recognized, and become integral part of the organization, so they are motivated to play more active roles.

The highest average value and factor loading is found in indicator "I am fully committed to giving my best in my work," which confirms consistent employee perception regarding dedication and commitment in carrying out supervision and inspection tasks. The Inspectorate also implements job rotation programs, job enrichment, mentoring, innovation-based appreciation, monthly discussion forums, and team building activities, which strengthen engagement, intrinsic motivation, loyalty, and employee technical abilities, so supervision performance quality improves professionally, effectively, and accountably. These findings align with research by Wahyuni (2019) showing that perceived support from the organization boosts employee performance by increasing their engagement. When employees feel appreciated and have chances for personal growth, they become more emotionally and mentally invested, leading to higher levels of motivation and dedication. Veronika et al. (2024) adds that organizational support in the form of work facilities, fair appreciation, and career development opportunities encourage full employee involvement, which impacts productivity, innovation, and organizational goal achievement. Amin et al. (2022) also affirms that organizational support increases employee emotional involvement, which then strengthens performance. Thus, Employee engagement functions as crucial bridge connecting organizational support with optimal employee performance achievement.

Proactive Work Behavior Mediates the Effect of Organizational Support on Employee Performance

Statistical analysis confirms Proactive Work Behavior as a significant mediating construct in the organizational support-employee performance relationship at Ngawi Regency Inspectorate. The data indicate that organizational support effects on performance operate through both direct and proactive work behavior improvement pathways. Organizationally supported employees demonstrate increased initiative-taking, anticipatory behaviors, and independent task execution when confronting challenges, resulting in overall performance enhancement. At Ngawi Regency Inspectorate, policies and programs that strengthen organizational support, such as complete work facility provision, competency development training, and fair and transparent reward systems, create conducive environments for proactive work behavior emergence. For example, routine training and access to latest technology encourage employees to innovate and complete supervision and audit tasks without waiting for supervisor instructions. Recognition and appreciation for employees showing initiative and creativity further strengthen this proactive behavior.

The highest average value and factor loading is found in indicator "I seek self-development opportunities to support my future work," showing high employee awareness to improve competencies to support supervision, inspection, and regional government guidance task implementation. To encourage proactive behavior, the Inspectorate implements advanced training programs and specialized skill workshops, cross-unit task rotation, e-learning access and reference resources, and appreciation culture for employee initiative and innovation. These programs strengthen technical abilities, intrinsic motivation, responsibility, and initiative spirit, so proactive work behavior increases and positively impacts supervision performance quality. This explanation is strengthened by Organizational Support Theory (OST) developed by Eisenberger and colleagues. OST states that employee perceptions about how much organizations appreciate contributions and care about their welfare (perceived organizational support/POS) motivates employees to show active and proactive work behavior. These findings align with research by Nabila & Ratnawati (2020), showing that proactive work behavior serves as partial mediator in the relationship between perceived organizational support and employee performance. This confirms that proactive behavior becomes important element in bridging organizational support influence on optimal work results.

CONCLUSION

Based on research results and discussion conducted, it can be concluded: (1) Organizational support can contribute to employee performance at Ngawi Regency Inspectorate. This shows that the greater support felt by employees such as providing appreciation/recognition to achieving employees, providing adequate and safe accommodation facilities for field duties, and providing allowances according to workload, encourages employees to perform better in achieving organizational goals; (2) Employee Engagement is proven to mediate organizational support impact on employee performance and is a mediator with large influence where organizational support provided can increase employee involvement and attachment with Ngawi Regency Inspectorate, where employees are always involved in every activity and given equal opportunities in decision-making forums which then contributes positively to improving their performance; (3) Proactive work behavior is proven to mediate organizational support impact on employee performance. Perceived organizational support can encourage employees to be more initiative and act proactively in work, thus improving overall performance.

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