

## Increasing competitive advantage: The influence of organizational justice and perceived organizational support mediated by work engagement on employee performance at PT. Complete Cellular Cirebon

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### Abstract

This study aims to examine the role of work engagement as a mediating variable in the relationship between organizational justice, perceived organizational support, and employee performance. This study used an associative quantitative approach with a census method involving 110 respondents. Data were collected via a Likert-scale questionnaire and analyzed using the Structural Equation Modeling–Partial Least Squares (SEM-PLS) method. The results of the study show that organizational justice and perceived organizational support have a positive and significant effect on work engagement and employee performance. In addition, work engagement also has a positive and significant effect on employee performance. However, the mediating role of work engagement in the relationship between organizational justice, perceived organizational support, and employee performance has not been proven. These findings confirm the importance of fairness and organizational support in improving employee performance directly, while work engagement is an important direct predictor of performance.

## Meningkatkan Keunggulan Bersaing: Pengaruh Organizational Justice, Dukungan Organisasi yang Dipersepsikan, yang Dimediasi Work Engagement terhadap Kinerja Karyawan

### Abstrak

Penelitian ini bertujuan untuk menguji peran *work engagement* sebagai variabel mediasi dalam hubungan antara *organizational justice*, *perceived organizational support*, dan kinerja karyawan. Penelitian ini menggunakan pendekatan kuantitatif asosiatif dengan metode sensus yang melibatkan 110 responden. Data dikumpulkan melalui kuesioner skala Likert dan dianalisis menggunakan metode *Structural Equation Modeling–Partial Least Squares (SEM-PLS)*. Hasil penelitian menunjukkan bahwa *organizational justice* dan *perceived organizational support* berpengaruh positif dan signifikan terhadap *work engagement* maupun kinerja karyawan. Selain itu, *work engagement* juga berpengaruh positif dan signifikan terhadap kinerja karyawan. Namun, peran mediasi *work engagement* dalam hubungan antara *organizational justice*, *perceived organizational support*, dan kinerja karyawan tidak terbukti. Temuan ini menegaskan pentingnya keadilan dan dukungan organisasi dalam meningkatkan kinerja karyawan secara langsung, sementara *work engagement* berperan sebagai prediktor langsung yang penting terhadap kinerja.

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Employee performance has received greater attention in recent years, especially given the ever-changing dynamics of modern industrial sectors and the emergence of a highly competitive business climate. Employee performance is a crucial strategic asset that supports an organization's competitive advantage and long-term viability, rather than just individual outcomes. The performance of my sources of superior and consistent human beings is no longer an option amid expectations of innovation, operational efficiency, and massive technological adaptation (Ross et al., 2022).

The difficulty organizations face in maintaining employee morale and work engagement amid the global economy underscores the importance of this research. Internal elements, especially those related to the psychological and social components of work, often compromise performance stability. In this case, Organizational Justice and Perceived Organizational Support (POS) are two important pillars that have been shown to influence employee behavior (Canboy et al., 2022).

Concerns about fairness in the workplace permeate the life of organizations. Employees have perceptions of fairness related to pay, task assignments, performance expectations, decision-making, and interpersonal treatment. Libraries are also not spared from the issue of fairness in the workplace. The library manager, on a regular basis, makes decisions that affect employees' perceptions of fairness, such as staff placement at public service points, allowing flexible work schedules, negotiating salary increases, or sharing senior-level information. These decisions contribute to employees' sense of fairness towards the decision-making process and outcomes (Matteson et al., 2021).

Three key international issues drive the need for this research in a global business environment marked by technological disruption and fierce competition. First, the Global Crisis of engagement and Productivity, the quest to increase work engagement has become a strategic agenda around the world, as pointed out by International research organizations such as Gallup, due to the fact that

low levels of work engagement globally contribute to a significant decline in productivity in both developed and developing economies (known as Quiet Quitting). Second, Global Demands for Justice and Ethics of Cross-Border Human Resources. Demands for clear organizational justice, in both process and treatment, are increasing across various jurisdictions, beginning with strict regulation in Asia. Employee trust and commitment are built on this cherished fairness. Third, change is centered on worker support and welfare. Under the working model, hybrid and remote work are increasingly popular in Europe and North America, and organizations find it difficult to maintain Appreciated Organization Support (POS). Companies succeed in giving POS a competitive advantage by retaining superior talent, which increases work engagement and employee performance. Therefore, this study tries to prove that the mechanism of mediation of work involvement is an important solution for human resources around the world.

## LITERATURE REVIEW

### Organizational Justice

International Studies, as conducted by Matteson et al. (2021b), shows how different work environments have a substantial impact on organizational justice, which includes distributive and informational justice. All types of organizational justice have been shown to be positively enhanced by perceptions of work autonomy, work feedback, and organizational support. This means that employees' perceptions of how fairly the organization treats them in terms of decision outcomes, decision-making processes, the way bosses interact, and the clarity of information provided increase along with their perception of organizational support, freedom to perform work, and timely and clear feedback.

### Organizational Support

In addition to organizational justice, the Perceived Organizational Support element also plays a vital role. Organizational support reflects the belief that

the organization values its contributions and cares about its well-being. In the context of a company committed to sustainable growth, building a strong perception of support is a long-term investment. According to the theory of organizational support, individuals tend to personify their organization, viewing it as a figure with good or bad intentions toward them (Eisenberger et al., 2020). This study helps us understand how workplace engagement affects employees' perceived creativity and organizational support. International Studies conducted by Côté et al. (2021), Organizational Support strongly influences employees' work attitudes. Employees who feel organizational support tend to show more positive emotional and cognitive assessments of their work, resulting in higher engagement and job satisfaction.

### **Work Engagement**

Work engagement is defined as "a positive, satisfying, work-oriented state of mind characterized by passion, dedication, and absorption" (Schaufeli, 2017). Schaufeli & Bakker (2004) conceptualize work involvement as a multimediated construct consisting of passion, dedication, and absorption. High spirit with high activation, dedication involves increased identification, and absorption means full concentration. International Studies conducted by Han et al. (2021) shows that work engagement plays an important role in influencing various aspects of employee behavior and work attitudes. The study found that employees with high levels of work engagement had higher levels of energy and enthusiasm. In addition, it was found that Work Engagement positively correlated with the performance of organizational commitment and quality-oriented work behavior. In addition, employees who are emotionally and cognitively involved in their work are better able to maintain their internal motivation and show resilience to the pressure caused by their work. This study shows that Work Engagement is an important psychological factor that increases workplace productivity and directly impacts organizational outcomes.

On the other hand, research on the relationship between organizational justice, appreciated organizational support, and employee performance explores the underlying psychological mechanisms of work engagement, which remains limited in Indonesia, especially in the context of organizations pursuing business transformation and operational excellence. However, most previous research has focused on the direct impact of Organizational Justice on performance.

This creates a research gap (research gap). Theory Job Demands-Resources (JD-R) from (By Bakker et al., 2017) argue that organizational fairness and organizational support are Job Resources which are very important. Job Resources. This not only reduces work pressure but, more importantly, triggers Work Engagement, a good psychological condition characterized by high energy, enthusiasm, and focus. Work Engagement. This, in turn, results in better employee performance. Studies that test Organizational Justice and Appreciated Organizational Support simultaneously as a tool to encourage Work Engagement (Z), which then improves Employee Performance (Y), represent an important innovation.

This condition indicates a research gap that warrants further study. Based on the Job Demands-Resources (JD-R) Theory, organizational resources such as organizational justice and perceived organizational support play an important role in increasing employee motivation, work attachment, and performance (Bakker & Demerouti, 2017). However, the results of previous research still show inconsistencies regarding how these two variables affect employee performance, particularly through the mediating role of work engagement.

This study seeks to fill this gap by explaining how organizational justice and perceived organizational support can affect employee performance through the role of work engagement mediation. Using this mediation model, the research is expected to provide a simpler yet deeper understanding of the causal mechanisms linking organizational fairness and organizational support

to employee performance outcomes. In addition, this research also makes a theoretical contribution in strengthening the application of JD-R Theory and Social Exchange Theory in the context of modern human resource management.

## METHODS

This study uses a quantitative approach with a descriptive and explanatory research design. The quantitative method was chosen because it is well-suited to testing relationships between variables and explaining causal influences using empirical data. Based on the positivist paradigm, quantitative research aims to examine a specific population or sample to test hypotheses and identify relationships between research variables.

The variables in this study are Organizational Justice (X1), Perceived Organizational Support (X2), Employee Performance (Y), and Work Engagement (Z). The relationship between the variables studied was examined in this study using Structural Equation Modeling Partial Least Squares (SEM-PLS) analysis. The population in this study consists of 110 employees, namely all employees who work at PT Complete Cellular Cirebon City. Because the population is relatively accessible, this study uses a census (saturated sampling) technique, in which all members of the population serve as research respondents. Thus, the number of samples used in this study equals the population size, namely 110 respondents.

Primary data were collected directly from respondents using a Likert-scale questionnaire and served as the research instrument, compiled based on the indicators of each research variable. Organizational justice is measured using indicators of distributive, procedural, interpersonal, and informational justice. Perceived organizational support is measured through indicators of appreciation for the organization's contribution and concern for employee welfare. Work engagement as a mediating variable is measured using the dimensions of vigor, dedication, and absorption, while employee performance is measured through

quality, quantity, punctuality, effectiveness, and work independence.

## RESULTS

This study was conducted on 110 employees of PT Complete Selular Cirebon City. The study results were analyzed using the SEM-PLS method to assess validity, reliability, the structural model, and relationships among organizational justice, perceived organizational support, work engagement, and employee performance. The presentation of research results is compiled systematically and informatively in order to comprehensively explain the empirical relationship between variables.

**Table 1. Respondent Characteristics**

Features	Category	Quantity	Percentage
Gender	Women	61	55.5%
	Male	49	44.5%
Home	Cirebon	81	73.6%
	Indramayu	14	12.7%
	Majalengka	7	6.4%
	Kuningan	8	7.3%
Age	<28 years old	65	59.1%
	>28 years old	45	40.9%
Long Time	1-6 months	49	44.5%
Working	>6 months	61	55.5%

The table shows that, with 61 (55.5%) employees and 49 (44.5%) male employees, the majority of survey respondents are female. Although the number of female employees is slightly lower than that of male employees, this shows a very balanced composition of respondents.

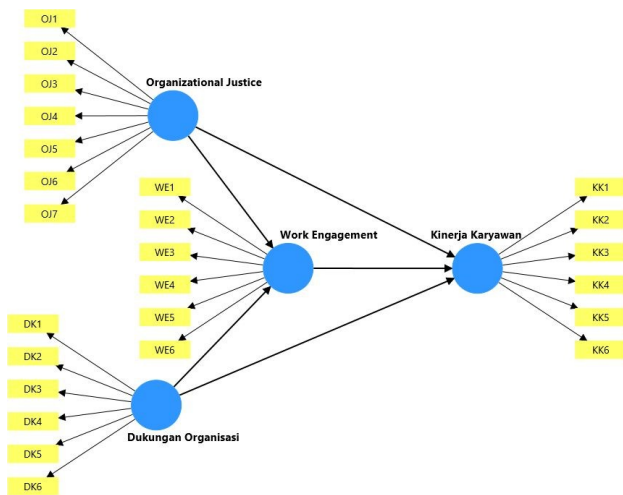
According to domicile, most of them are from Cirebon City as many as 81 (73.5%) of the total respondents. The other respondents came from Majalengka (7; 6.4%), Kuningan (8; 7.3%), and Indramayu (14; 12.7%). According to these statistics, most employees live close to the company's location. By age, 65 respondents (59.1%) were under 28, while 45 (40.9%) were over 28. This shows that young and productive workers make up the majority of PT Complete Selular's workforce.

A total of 61 (55.5%) respondents have worked for more than 6 months, while 49 (44.5%) have worked for 1 to 6 months, this shows that most respondents have sufficient professional experience

to provide an unusual evaluation of the company's condition.

**Measurement Model**

The External Internal Model Review (PLS) aims to evaluate the relationships between variables. With indicators. The main purpose of this analysis is to assess the validity and reliability of measurements, including Convergence of Validity, Discriminative Validity, and Reliability.



**Figure 1. Outdoor Models**

Based on the image of the research model, both directly and indirectly, Organizational Justice and Organizational Support play an important role in improving employee performance and Work Engagement. Work Engagement and Employee Performance are positively influenced by Organizational Justice, indicating that perceptions of Organizational Justice can increase Work Engagement and encourage performance improvement. Similarly, Work Engagement and Employee Performance have been shown to be positively influenced by organizational support, indicating that organizational focus, support, and gratitude can increase employee engagement and motivation. In addition, it is concluded that Work Engagement serves as a mediating variable that strengthens the relationship between organizational justice, organizational support, and employee performance. These findings show the

improvement in employee performance. These findings show that employee performance improvement depends on organizational structure elements and the level of Work Engagement fostered by organizational fairness and support.

**Table 2. Validity Test**

Variabel	Indicator	Loading Factor	AVE
Organizational Justice	OJ1	0.816	0.702
	OJ2	0.828	
	OJ3	0.849	
	OJ4	0.807	
	OJ5	0.843	
	OJ6	0.863	
	OJ7	0.821	
	OJ8	0.873	
Organizational Support	DK1	0.876	0.731
	DK2	0.836	
	DK3	0.841	
	DK4	0.880	
	DK5	0.852	
	DK6	0.845	
Work Engagement	WE1	0.874	0.681
	WE2	0.826	
	WE3	0.827	
	WE4	0.831	
	WE5	0.776	
	WE6	0.815	
Employee Performance	KK1	0.879	0.735
	KK2	0.865	
	KK3	0.866	
	KK4	0.825	
	KK5	0.831	
	KK6	0.877	

All indicators of the variables Organizational Justice, Perceived Organizational Support, Work Engagement, and Employee Performance had loading factors above 0.70, according to a convergent validity test using SEM-PLS. As a result, these indicators were considered valid to measure their respective constructs. In addition, each construct of Organizational Justice (0.702), Perceived Organizational Support (0.731) has an Average Variance Extracts (AVE) value that meets the criterion  $\geq 0.50$ , meaning that each construct can explain more than half of the variance of its indicators. Therefore, it can be said that each concept in this study meets the requirements of convergent validity and is worthy of further analysis. Structural model testing was carried out using the R-Square value to see the ability of exogenous variables to explain endogenous variables.

**Table 3. Reliability Test**

Variabel	Cronbach's alpha	Composite reliability
Organizational Support	0.926	0.927
Employee Performance	0.928	0.928
Organizational Justice	0.939	0.940
Work Engagement	0.906	0.908

to find out the level of consistency, regularity or confidence in the results of the respondent's answers to the given instrument (Setiawan et al., 2017) According to (Joe, 2019) Reliability is stated to be met if the value of Composite Reliability and Cronbach's Alpha  $\geq 0.70$ , which indicates that the indicator has good internal consistency. Upon meeting these criteria, the construct is deemed reliable and suitable for further analysis.

All research constructs were considered based on the results of the SEM-PLS reliability test, which showed that Cronbach's Alpha and Composite Reliability were above the minimum level of 0.70. With Cronbach's Alpha values ranging from 0.906 to 0.939, the variables Perceived Organizational Support, Employee Performance, Organizational Justice, and Work Engagement exhibit an exceptionally high level of internal consistency. As a result, each component in this study demonstrates a high level of reliability and warrants further research.

**Table 4. R-Square**

Variabel	R-square
Employee Performance	0.877
Work Engagement	0.832

Hypothesis testing in the SEM-PLS approach is carried out by assessing structural models (internal models) to ascertain how well independent variables explain dependent variables (Ghozali, 2014). One of the key measures in hypothesis testing is the value R-squared, which shows how much variance in endogenous constructs can be explained by exogenous constructs. Hair et al. (2022) classify the value of R-square 0.75 as strong, 0.50 as medium, and 0.25 as weak.

According to the R-Square (R<sup>2</sup>) results in the SEM-PLS structural model, 87.7% of Karywan's

performance variables are explained by the independent variables in the research model, while the remaining 12.3% are influenced by factors outside the model. The R<sup>2</sup> value of the Employee Performance variable is 0.877. In contrast, the R<sup>2</sup> value for the Work Engagement variable was 0.832, indicating that external factors affecting it explain 83.2% of the variation in Work Engagement. The research model has strong explanatory power and effectively captures the relationships among variables in this study, as evidenced by the high R<sup>2</sup> value.

**Table 5. Direct Test**

Paths	Coefficient	p-value	Conclusion
H1: Organizational Support → Employee Performance	0.362	0.024	Accepted
H2: Organizational Support → Work Engagement	0.548	0.004	Accepted
H3: Organizational Justice → Employee Performance	0.299	0.015	Accepted
H4: Organizational Justice → Work Engagement	0.383	0.032	Accepted
H5: Work Engagement → Employee Performance	0.309	0.023	Accepted

*H1: Organizational Support → Employee Performance*

The findings show that Employee Performance is positively and significantly influenced by Organizational Support. This implies that employees perform better when they feel Organizational Support (attention, recognition, and concern for their well-being) is higher. Theoretically, this is consistent with Social Exchange Theory (Blau, 1964), which states that when people are treated well by an organization, they will reciprocate the favor by making better contributions, including better work.

Karnia & Sumardin (2025) showed that employees' opinions about how much the company values their contributions and care about their well-being is known as organizational support. Employees are more likely to be motivated, committed, and responsible for their work when they feel that the company is giving them real

attention, gratitude, and support. This ultimately results in better performance. Therefore, as a form of reward for the good treatment they receive, employee performance will be felt at its peak if they feel a higher level of organizational support

#### *H2: Organizational Support → Work Engagement*

These findings show that Work Engagement is positively and significantly influenced by Organizational Support. This implies that workers become more enthusiastic, committed, and engaged in their work when they feel supported by the company. Organizational Support is classified as a work resource in the framework Job Demands-Resources (JD-R) Theory By Bakker et al. (2017)

Sumari (2022) stating that the key factor in increasing *Work Engagement* in the workplace is the level of Organizational Support that is perceived. Employees show greater enthusiasm, dedication, and involvement in their work when they feel valued, cared for, and supported by the company. A supportive work environment creates a feeling of security and comfort, which allows workers to do their work with greater concentration, enthusiasm and elemental energy; therefore, one of the most important elements in promoting Work Engagement is Organizational Support

#### *H3: Organizational Justice → Employee Performance*

These findings show that Employee Performance is positively and significantly influenced by Organizational Justice. This shows that workers typically perform better when they believe that they are being treated fairly (either distributively, procedurally or interactionally).

According to Social Exchange (Cropanzano et al., 2005), When a business treats its employees fairly, they have a moral obligation to return the favor by acting positively, which includes performing well in the workplace. The study, titled Impact of Organizational Justice on Employee Performance: Mediating Role of Emotional Intelligence: An Analysis of Public Sector Organizations of Pakistan, states that employees'

perceptions of how fairly companies treat them in terms of decision-making (procedural justice), distributive justice, and interpersonal relationships (interactional justice) forms organizational justice. Employees typically exhibit a more positive work attitude, greater dedication, and better performance when they perceive that management treats them with respect, fairness, and opportunity. On the other hand, feelings of injustice can make workers less engaged and motivated at work

#### *H4: Organizational Justice → Work Engagement*

The results show that Work Engagement is positively and significantly influenced by Organizational Justice. This implies that Work Engagement Employees increase as the concept of organizational fairness increases. Organizational fairness can also be classified as a kind of creativity that increases employee motivation and work energy from the perspective of the JD-R Theory (Bakker & Demerouti, 1980).

According to Rahmayani (2022) states that passion, dedication, and a full appreciation of work are characteristic of Work Engagement, a positive psychological state that motivates individuals to perform at their best. Highly engaged workers can maintain consistent performance, show strong enthusiasm in their work, and demonstrate strong dedication to their profession. Because employees not only fulfill their responsibilities but also show great enthusiasm and commitment to achieving the company's goals, the level of Work Engagement. Better employee work will result in superior performance.

#### *H5: Work Engagement → Employee Performance*

The results show that Employee Performance is positively and significantly influenced by Work Engagement. This implies that workers who are highly passionate, committed, and deep in their work usually get better results. Work Engagement directly impacts work performance by increasing focus, enthusiasm, and perseverance in completing tasks.

Based on Mazzetti et al. (2023), Work Engagement proven to have a high positive relationship with Employee Performance. Bak in core activity (in-role performance) and extra role behavior (extra-role performance), Workers with high levels of enthusiasm, dedication, and absorption usually show more optimal performance. According to the JD-R theory framework, access to employment resources increases Work Engagement, which in turn encourages improved performance. Therefore, the key psychological factor that connects work resources with employee performance outcomes is Work Engagement.

**Table 6. Indirect Hypotheses**

Paths	Coefficients	P-Values	Conclusion
H6: Organizational Support → Work Engagement → Employee Performance	0.169	0.051	Rejected
H7: Organizational Justice → Work Engagement → Employee Performance	0.118	0.097	Rejected

*H6: Organizational Support → Work Engagement → Employee Performance*

H6 was rejected because the study found no significant indirect effect of organizational support on worker performance through work engagement. The mediating role of work engagement in this relationship has not been quantitatively demonstrated, although organizational support directly impacts work engagement and performance. This shows that increased organizational support does not always translate into better performance through work engagement mechanisms because performance may be more influenced by other elements such as leadership, organizational culture or personal traits.

Theoretically, in the shell Job Demands-Resources Models, job resources and other forms of organizational assistance have the potential to improve performance and increase employee engagement. However, the results of the analysis by (Mazzetti et al., 2023) reveals that although

performance and engagement are highly correlated, the intensity of mediation can change based on the characteristics of the sample and the organizational environment

Research results Rahma et al. (2026) found that, despite the influence perceived organizational support (POS) has on work engagement, work engagement impacts work performance, and it does not reduce the hubbub between perceived organizational support (POS) and job performance. According to this study, increasing work engagement affected by other factors is a more effective way to improve employee performance than perceived organizational support (POS) -> Work Engagement -> Employee Performance

*H7: Organizational Justice → Work Engagement → Employee Performance*

H7 was rejected because the data showed that the indirect impact of organizational justice on performance through work engagement was not significant. This shows that although work engagement and performance are directly influenced by organizational justice, work engagement has not been a strong mediator in this relationship. This may happen because attitudes such as job satisfaction and organizational satisfaction are more influenced by the perception of fairness than by the mechanism of work engagement as a bridge to performance.

According to research (Gomes, 2022), work engagement and other factors, such as job satisfaction, are directly influenced by organizational fairness. However, no mediation was found between organizational justice, work engagement, and other outcomes such as performance or satisfaction in the code being analyzed. In other words, the structure of these variables' relationships has not been proven to be mediated by work engagement when using a combined model of justice, engagement, and outcomes.

**DISCUSSION**

The findings of the study show that employee performance and engagement are positively and

significantly influenced by the perception of the organization's well-being and organizational support. These results show that the quality of employee performance and work engagement increases in line with organizational attention to employee contributions and well-being, as well as fairness in the distributional, procedural, interpersonal, and informational elements. Argumentatively, this situation arises because workers who experience support, appreciation, and fair treatment are more likely to return the favor by being more committed and productive. These findings are relevant to Social Exchange Theory, which states that when a business supports and treats its employees fairly, beneficial work behaviors will follow through reciprocal relationships. These findings empirically confirm the conclusions of previous studies that organizational support and equity play important roles in improving employee engagement and productivity.

In addition, the results show that work engagement has a major impact on employee performance, with workers with high levels of passion, dedication, and absorption typically performing better in terms of quantity, quality, timeliness, and accountability. However, the mediation pathways found showed that employee performance, organizational fairness, and organizational support have not been primarily mediated by work engagement. From an argumentative perspective, this suggests that employees at PT Complete Selular experience the direct impact of concrete organizational policies, including welfare and fair treatment, faster than through deeper psychological mechanisms. The novelty of this study is a demonstration that fairness and organizational support have a significant direct impact on performance in the fast-paced and competitive retail telecommunications sector, while work engagement serves as an additional reinforcement but not the main line.

## CONCLUSION

This study shows that employee performance and work involvement are positively and significantly influenced by the perception of organizational support, and that improvements in employee performance result from work involvement. These results validate the importance of organizational attention to employee contributions and well-being, as well as the application of fairness, in improving employee performance. The contribution of this research lies in strengthening Social Exchange Theory and Job Demands–Resources Theory in the context of the telecommunications retail industry. In practical terms, these results imply the importance of organizations building a supportive and fair work environment. The limitation of this study is that it includes only one company with 110 respondents; therefore, the next study is recommended to expand the sample and add other variables to obtain more comprehensive results.

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