

## THE EFFECT OF PERCEIVED ORGANIZATIONAL SUPPORT ON WORK ENGAGEMENT MEDIATED BY SELF-EFFICACY

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### Abstract

This research is motivated by the phenomenon of not yet optimal employee work engagement which can be seen from enthusiasm, dedication and self-confidence in completing work, so organizational support is an important factor to pay attention to. This research aims to analyze the influence of perceived organizational support on work engagement, the influence of perceived organizational support on self-efficacy, the influence of self-efficacy on work engagement, and the role of self-efficacy as a mediating variable. The research uses a quantitative approach with a survey method, where the sample used is all 55 permanent employees using a saturated sampling technique. Data was collected through a Likert scale questionnaire and analyzed using validity tests, reliability tests, descriptive statistics and path analysis. The research results show that perceived organizational support has a positive and significant effect on self-efficacy and work engagement, self-efficacy has a positive and significant effect on work engagement, and is able to mediate the effect of perceived organizational support on work engagement.

**Keywords:** Perceived Organizational Support, Work Engagement, Self-Efficacy

### INTRODUCTION

Human resources constitute a strategic asset that determines organizational competitiveness, particularly in the public service sector, which demands competence, dedication, and sustainable performance. As a regionally owned enterprise (BUMD) providing clean water services, PDAM Tirta Sanjiwani Gianyar Regency faces increasing service demands in line with the rapid growth of tourism and micro, small, and medium enterprises (MSMEs). Consequently, the organization requires employees who are not only technically competent but also possess high levels of work engagement.

However, field observations indicate that employee work engagement remains relatively low, as reflected in declining work enthusiasm and perceptions of insufficient organizational support. Perceived organizational support (POS) is believed to play a crucial role in fostering work engagement through the enhancement of employee self-efficacy, in accordance with Social Exchange Theory, which emphasizes reciprocal relationships between individuals and organizations. Inconsistencies in previous empirical findings regarding these relationships highlight the existence of a research gap, making this study relevant in

examining the mediating role of self-efficacy within the context of PDAM as a public service organization.

Previous studies have reported mixed results concerning the direct effect of perceived organizational support on work engagement. Several studies have found that POS has a positive and significant effect on work engagement, as organizational support enhances employees' sense of appreciation, emotional attachment, and willingness to become fully involved in their work (Mujiasih, 2015; Caesens et al., 2014; Sulistyawati & Sufriadi, 2020). Conversely, other studies have reported different findings, indicating that POS does not exert a direct effect or demonstrates a relatively weak influence on work engagement, suggesting the presence of other psychological variables that mediate this relationship (Winarsunu & Pertiwi, 2022; Ummah, 2022). This inconsistency underscores the importance of considering additional relevant variables.

Accordingly, this study incorporates self-efficacy into the research model, based on the premise that individuals' beliefs in their own capabilities determine the extent to which organizational support is internalized into work engagement. Self-efficacy is considered a relevant mediating variable because organizational support has been shown to enhance employees' confidence and belief in their ability to accomplish tasks (Luthans & Peterson, 2002; Candana et al., 2022), which subsequently promotes higher levels of work engagement. These findings are consistent with Pati and Kumar (2010) and Consiglio et al. (2016), who reported that self-efficacy positively influences work engagement while strengthening the relationship between perceived organizational support and work engagement.

Perceived organizational support also plays a role in shaping employees' internal psychological conditions, particularly self-efficacy. Self-efficacy refers to individuals' beliefs in their capabilities to perform tasks and cope with work-related challenges (Bandura, 1997). A supportive work environment characterized by trust, assistance, and opportunities for competence development can strengthen employees' confidence in their abilities. Within the framework of Social Exchange Theory, organizational support is perceived as recognition and trust in employees' capacities, thereby fostering self-confidence in performing work roles (Eisenberger et al., 2002).

Employees' self-efficacy subsequently has the potential to influence their level of work engagement. Employees with high self-efficacy tend to be more optimistic, persistent, and enthusiastic in carrying out their duties, enabling them to maintain engagement even under high pressure or demanding conditions. Confidence in one's abilities equips employees to face workplace challenges and remain focused on achieving organizational goals. Several studies have demonstrated that self-efficacy is a critical psychological factor contributing to increased employee work engagement (Pati & Kumar, 2010).

Based on the above discussion, it is assumed that inconsistencies in previous findings regarding the direct effect of perceived organizational support on work engagement may be attributable to the presence of a mediating variable, namely self-efficacy. Perceived organizational support plays an essential role in shaping work engagement, presumably through enhancing employees' self-efficacy. Positively perceived organizational support not only creates a sense of appreciation but also strengthens employees' confidence in fulfilling their duties and responsibilities. This self-confidence ultimately encourages employees to

engage more deeply in their work as a form of reciprocity for the support received, as explained in Social Exchange Theory (Cropanzano & Mitchell, 2005).

Therefore, examining the relationships among perceived organizational support, self-efficacy, and work engagement is highly relevant to comprehensively understand employee engagement dynamics, particularly among employees of PDAM Tirta Sanjiwani Gianyar Regency in relation to organizational support, self-efficacy, and work engagement. Based on this background, the present study is entitled: “The Effect of Perceived Organizational Support on Work Engagement Mediated by Self-Efficacy.”

## **METHOD**

This study employed a quantitative approach with a causal associative design to analyze the effect of perceived organizational support (POS) on work engagement, with self-efficacy as a mediating variable. The research was conducted at PDAM Tirta Sanjiwani Gianyar Regency, Bali. The research objects included POS, self-efficacy, and employee work engagement. The study population consisted of 55 permanent employees, all of whom were included as respondents using a census method.

Data were collected through five-point Likert-scale questionnaires and interviews, with primary data obtained directly from respondents and secondary data derived from company documents. Work engagement was measured using the dimensions of vigor, dedication, and absorption; POS was assessed through fairness, supervisor support, and rewards and working conditions; while self-efficacy was measured using the dimensions of level, strength, and generality (Schaufeli et al., 2002; Rhoades & Eisenberger, 2002; Bandura, 2006; Sugiyono, 2022).

Prior to data analysis, the research instruments were tested for validity and reliability. Validity was examined using Pearson correlation at a 5 percent significance level, with a minimum correlation coefficient of 0.30, while reliability was assessed using Cronbach’s Alpha with a minimum threshold of 0.60. The results indicated that all questionnaire items for POS, self-efficacy, and work engagement met the validity and reliability criteria, confirming that the instruments were suitable for data collection. The collected data were then analyzed using descriptive statistics to describe variable characteristics and inferential statistics to test research hypotheses (Sugiyono, 2022).

Hypothesis testing was conducted using path analysis with SPSS to examine both direct and indirect effects among variables. The structural model consisted of two equations: the effect of POS on self-efficacy and the effect of POS and self-efficacy on work engagement. Prior to conducting path analysis, classical assumption tests—including normality, multicollinearity, and heteroscedasticity—were performed. Furthermore, the mediating role of self-efficacy was examined using the Sobel test to determine the significance of the indirect effect of POS on work engagement. The results of the path analysis and Sobel test were used to draw conclusions regarding the magnitude of direct, indirect, and total effects among variables in the research model (Utama, 2016; Saragih et al., 2022; Rahayu & Irawan, 2023).

## **RESULTS AND DISCUSSION**

### **Overview of Perumda Tirta Sanjiwani**

Perumda Tirta Sanjiwani Gianyar Regency is a regionally owned enterprise (BUMD) under the Government of Gianyar Regency that plays a strategic role in providing clean water to support economic development and community welfare. The company is committed to delivering professional public services based on the principles of efficiency, transparency, and accountability, with a vision to become a competitive regional drinking water provider oriented toward customer satisfaction.

In response to increasing demand for clean water driven by population growth, tourism, and business activities, Perumda Tirta Sanjiwani continuously implements innovations through strengthening distribution networks, improving service quality, and developing human resources. The organizational structure functions to coordinate the division of duties and responsibilities, thereby supporting decision-making processes, supervision, and the achievement of optimal service performance.

### **Respondent Characteristics**

The respondent characteristics indicate that the study involved 55 employees of Perumda Tirta Sanjiwani Gianyar Regency, with the majority belonging to the age group above 50 years (38%) and predominantly male (73%), reflecting a relatively experienced workforce. In terms of educational background, most respondents held a bachelor's degree (78%), while the remaining respondents were high school graduates (22%).

This composition suggests that operational and technical field activities are still dominated by male employees, whereas female employees tend to be more involved in administrative and customer service functions. Overall, the respondent profile illustrates a heterogeneous workforce dominated by mature productive age groups and adequate educational levels, which potentially support organizational stability and performance quality.

### **Description of Research Variables**

The description of research variables was conducted by mapping the mean scores of each statement into five assessment categories. The category intervals were obtained by dividing the range between the highest and lowest scores by the number of categories (5-1), resulting in an interval of 0.80. Based on these criteria, mean scores of 1.00-1.80 were categorized as very low, 1.81-2.60 as low, 2.61-3.40 as moderately high, 3.41-4.20 as high, and 4.21-5.00 as very high. This classification served as the basis for interpreting perceived organizational support, self-efficacy, and work engagement.

### **Descriptive Analysis of Perceived Organizational Support**

The descriptive analysis indicates that perceived organizational support falls within the high category across all indicators, with mean scores ranging from 3.87 to 4.13. The highest score was recorded for the statement "The company shows concern and care for employee welfare" (mean = 4.13), reflecting positive perceptions of organizational support. Meanwhile, the lowest score was observed for the statement "Supervisors conduct performance evaluations of subordinates" (mean = 3.87), although it still falls within the high category.

Overall, these findings suggest that employees perceive both the organization and supervisors as providing adequate support in facilitating task implementation and workplace well-being.

### Descriptive Analysis of Work Engagement

The descriptive results show that respondents' work engagement is categorized as very high across all indicators, with mean values ranging from 4.25 to 4.49. The highest score was found for the statement "I always give my best effort to the company" (mean = 4.49), indicating strong dedication and work commitment. Conversely, the lowest score was recorded for the statement "I am willing to work beyond expectations to support the company" (mean = 4.25), although it remains within the very high category. Overall, these findings indicate that employees demonstrate high levels of enthusiasm, involvement, and loyalty in performing their duties and contributing to organizational progress.

### Descriptive Analysis of Self-Efficacy

The descriptive results reveal that respondents' self-efficacy levels range from high to very high across all indicators, with mean scores between 4.11 and 4.38. The highest score was observed for the statement "I believe that I can succeed in every effort I undertake" (mean = 4.38), reflecting strong confidence in personal success. Meanwhile, the lowest score was recorded for the statement "I can overcome various challenges that arise" (mean = 4.11), although it remains within the high category. Overall, these findings indicate that employees possess strong self-confidence and capability in dealing with tasks and achieving work objectives.

### Classical Assumption Tests

A regression model is considered appropriate when it satisfies classical assumptions. Classical assumption testing was conducted to ensure that the results met the basic requirements for regression analysis. The classical assumption tests were performed using SPSS, and the results are presented as follows:

a. Normality Test

**Table 1. Normality Test Results**

	Unstandardized Residual
<b>N</b>	55
<b>Kolmogorov-Smirnov</b>	0,083
<b>Asymp.Sign. (2-tailed)</b>	0,200

Source: Processed data (2026)

Table 1 shows that the Kolmogorov–Smirnov value is 0.083, while the Asymp. Sig. (2-tailed) value is 0.200. These results indicate that the residuals are normally distributed, as the significance value exceeds the alpha level of 0.05. Therefore, the first regression equation meets the normality assumption.

b. Multicollinearity Test

**Table 2. Multicollinearity Test Results**

Variable	Tolerance	VIF
perceived organizational support	0,973	1,028
self-efficacy	0,973	1,028

Source: Processed data (2026)

Table 2 indicates that both perceived organizational support and self-efficacy have tolerance values of 0.973 and VIF values of 1.028. These values demonstrate that no multicollinearity exists in the regression model, as tolerance values exceed 0.10 and VIF values are below 10. Thus, the independent variables are not significantly correlated.

c. Heteroscedasticity Test

**Table 3. Heteroscedasticity Test Results (Regression Equation 1)**

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	-1,857	2,230		-0,832	0,409
perceived organizational support	0,085	0,056	0,206	1,530	0,132

Source: Processed data (2026)

Table 3 indicates that the independent variable has a significance value of 1.000 (> 0.05), suggesting that there is no effect of the independent variable on the absolute residuals. Therefore, it can be concluded that the first regression equation does not exhibit heteroscedasticity and satisfies the classical assumptions, making it suitable for further regression analysis.

**Table 4. Heteroscedasticity Test Results for Regression Equation 2**

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	.633	3.648		.174	.863
self-efficacy	-.083	.097	-.118	-.864	.392
perceived organizational support	.093	.056	.225	1.648	.105

Source: Processed data (2026)

As shown in Table 4, the significance values for self-efficacy (0.392) and perceived organizational support (0.105) are both greater than 0.05. This indicates that there is no effect of the independent variables on the absolute residuals. Therefore, it can be concluded that the second regression equation does not exhibit heteroscedasticity.

### Path Analysis

This study employed path analysis to examine both direct and indirect effects of perceived organizational support as an exogenous variable on self-efficacy and work engagement as endogenous variables, using SPSS-based correlation and regression analyses. The structural model was developed based on theoretical foundations and previous studies, encompassing the relationships between perceived organizational support and self-efficacy,

self-efficacy and work engagement, as well as the direct effect of perceived organizational support on work engagement. Subsequently, the results of the first structural estimation are presented in Table 6 to demonstrate the magnitude of the effect of perceived organizational support on work engagement.

**Table 5. Path Analysis Results for Sub-Structural Equation 1**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	19,887	3,510		0,000	5,665
perceived organizational support	0,346	0,087	0,479	0,000	3,962

Dependent Variable: self-efficacy

Source: Processed data (2026)

**Table 7. Path Analysis Results for Sub-Structural Equation 2**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	27,597	2,068		13,348	0,000
perceived organizational support	0,136	0,023	0,586	5,831	0,000
self-efficacy	0,179	0,058	0,312	3,102	0,003

Dependent Variable: work engagement

Source: Processed data (2026)

The path analysis results indicate that perceived organizational support has a positive and significant effect on self-efficacy ( $\beta = 0.479$ ). Furthermore, perceived organizational support directly influences work engagement ( $\beta = 0.586$ ), while self-efficacy also has a positive and significant effect on work engagement ( $\beta = 0.312$ ).

The indirect effect of perceived organizational support on work engagement through self-efficacy is 0.182, resulting in a total effect of 0.661. This finding confirms the mediating role of self-efficacy in strengthening employee work engagement.

The total coefficient of determination ( $R^2_m$ ) is 0.842, indicating that the model explains 84.2% of the variance in work engagement, while the remaining 15.8% is influenced by other factors outside the research model. The simultaneous test produced an F significance value of 0.000 ( $< 0.05$ ), and partial tests showed that all paths were statistically significant. Therefore, it can be concluded that perceived organizational support and self-efficacy contribute significantly both directly and indirectly to increasing work engagement.

**Table 8. Direct Effects, Indirect Effects, and Total Effects of Perceived Organizational Support (X), Self-Efficacy (Z), and Work Engagement (Y)**

Variable Relationship	Direct Effect	Indirect Effect	Total Effect
X-Y	0,586	0,182	0,404
X-Z	0,479	-	0,479
Z-Y	0,312	-	0,518

Source: Processed data (2025)

**Sobel Test**

The Sobel test was conducted to examine the strength and significance of the indirect effect of the independent variable (X) on the dependent variable (Y) through the mediating variable (Z). The Sobel test is formulated based on the following criteria:

If the calculated Z value exceeds 1.96, the mediating variable is considered to significantly mediate the relationship between the independent and dependent variables at a 5% significance level.

Ho: Self-efficacy (Z) does not mediate the indirect effect of perceived organizational support (X) on work engagement (Y).

H1: Self-efficacy (Z) mediates the indirect effect of perceived organizational support (X) on work engagement (Y).

The significance level ( $\alpha$ ) used in this study is 0.05. A variable is considered significant if the calculated Z value exceeds the critical value of 1.96.

☐ If the calculated Z value (absolute Z score)  $\leq 1.96$ , Ho is accepted, indicating that the mediating variable does not significantly mediate the relationship.

☐ If the calculated Z value (absolute Z score)  $\geq 1.96$ , Ho is rejected, indicating that the mediating variable significantly mediates the relationship.

The standard error of the indirect effect ( $S_{ab}$ ) was calculated using the following formula:

$$\begin{aligned}
 S_{ab} &= \sqrt{\{a^2S_b^2 + b^2S_a^2 + S_a^2S_b^2\}} \\
 &= \sqrt{\{0,586^2 \cdot 0,058^2 + 0,312^2 \cdot 0,087^2 + 0,087^2 \cdot 0,058^2\}} \\
 &= \sqrt{\{0,001 + 0,000 + 0,000\}} \\
 &= \sqrt{0,001} \\
 &= 0,043 \dots \dots \dots (8)
 \end{aligned}$$

Where :

a = 0,586

b = 0,312

Sa = 0,087

Sb = 0,058

To test the significance of the indirect effect, the Z value of the coefficient ab was calculated using the formula:

$$\begin{aligned}
 Z &= \frac{ab}{S_{ab}} \\
 &= \frac{0,586 \times 0,312}{0,043}
 \end{aligned}$$

$$\begin{aligned}
 &= \frac{0,182}{0,043} \\
 &= 4,232 \dots \dots \dots (9)
 \end{aligned}$$

Where :

a = 0,586

b = 0,312

Sab = 0,043

The Sobel test calculation yields a Z value of 4.232, which is greater than the critical value of 1.96. Therefore,  $H_0$  is rejected. This result indicates that self-efficacy significantly mediates the relationship between perceived organizational support and work engagement.

## Discussion

### The Effect of Perceived Organizational Support on Work Engagement

The results indicate that perceived organizational support has a positive and significant effect on the work engagement of employees at PDAM Tirta Sanjiwani Gianyar Regency. This finding can be explained through Social Exchange Theory, which posits that the relationship between employees and organizations is based on reciprocal social exchanges. When organizations provide attention, fairness, and recognition, employees respond by enhancing their engagement, dedication, and work enthusiasm as a form of positive social reciprocity.

From the perspective of Social Exchange Theory, organizational support is perceived as a valuable social investment for employees. Employees who feel appreciated and cared for develop a sense of moral obligation to reciprocate by demonstrating higher levels of work engagement, such as working energetically, showing dedication to their tasks, and becoming emotionally involved in work activities. This emphasizes that work engagement is not merely a consequence of job demands, but rather a response to the quality of the exchange relationship between employees and the organization.

This finding is consistent with Mujiasih (2015), who reported that perceived organizational support plays a crucial role in enhancing work engagement through social exchange mechanisms. Similarly, Sulistyawati and Sufriadi (2020) demonstrated that organizational support fosters work engagement as a reciprocal response to fair treatment and organizational care. Caesens and Stinglhamber (2014) further emphasized that within the framework of Social Exchange Theory, employees who receive organizational support reciprocate by increasing their work engagement and organizational commitment.

### The Effect of Perceived Organizational Support on Self-Efficacy

The results reveal that perceived organizational support positively and significantly affects employees' self-efficacy. This finding aligns with Social Exchange Theory, in which organizational support is viewed as a form of social reinforcement that enhances employees' self-belief. When organizations demonstrate care, fairness, and recognition, employees interpret these actions as signals of trust in their capabilities, thereby strengthening self-efficacy.

Within the Social Exchange Theory framework, organizational support creates psychological safety that enables employees to develop confidence in their competencies. Employees who feel supported become more confident in facing job challenges because they believe the organization will provide assistance when difficulties arise. This belief reinforces

self-efficacy as a psychological response to positive treatment within social exchange relationships.

These findings are consistent with Candana et al. (2022), who reported that perceived organizational support enhances self-efficacy through mechanisms of trust and social recognition. Winarsunu and Pertiwi (2022) also found that organizational support strengthens employees' confidence in performing their duties. Furthermore, Asih and Dewi (2017) emphasized that from a Social Exchange Theory perspective, self-efficacy develops as a response to fair and supportive organizational treatment.

### **The Effect of Self-Efficacy on Work Engagement**

The results demonstrate that self-efficacy has a positive and significant effect on employees' work engagement. Within the context of Social Exchange Theory, self-efficacy can be understood as an internal psychological resource that strengthens employees' capacity to respond positively to social exchanges. Employees with high self-efficacy feel capable of meeting organizational expectations, making them more willing to invest energy, attention, and emotions in their work.

Social Exchange Theory suggests that individuals are more actively involved in social relationships when they perceive themselves as having adequate capacity to make valuable contributions. Employees with high self-efficacy believe that their efforts will yield fair returns from the organization, whether in the form of recognition, rewards, or development opportunities. This belief motivates employees to exhibit higher work engagement as an expression of active participation in ongoing social exchanges.

This finding is consistent with Pati and Kumar (2010), who identified self-efficacy as a key predictor of work engagement in employee–organization exchange relationships. Luthans and Peterson (2002) also reported that self-confidence enhances work engagement because individuals feel capable of making meaningful contributions. Moreover, Consiglio et al. (2016) demonstrated that self-efficacy functions as a personal resource that promotes work engagement through reciprocal mechanisms as described in Social Exchange Theory.

### **Self-Efficacy as a Mediator between Perceived Organizational Support and Work Engagement**

The results confirm that self-efficacy serves as a mediating variable in the relationship between perceived organizational support and work engagement. This finding reinforces the relevance of Social Exchange Theory, which explains that social exchanges generate not only direct behavioral responses but also internal psychological processes that mediate these relationships. In this case, perceived organizational support first enhances self-efficacy, which subsequently promotes employees' work engagement.

Social Exchange Theory asserts that organizational support, as a form of positive treatment, strengthens employees' psychological resources, including self-efficacy. Employees with higher self-confidence are more prepared to reciprocate organizational support with elevated work engagement. Thus, self-efficacy functions as a psychological mechanism that bridges the exchange relationship between organizations and employees, resulting in sustained work engagement as a form of reciprocity.

These findings align with Musenze et al. (2021), who identified self-efficacy as an important mediator between perceived organizational support and work engagement based on Social Exchange Theory. Candana et al. (2022) also demonstrated that organizational

support enhances engagement by strengthening employees' self-belief. Furthermore, Lusiferina et al. (2023) emphasized that the mediating role of self-efficacy reinforces the understanding that work engagement emerges from social exchange processes involving internal psychological factors.

## CONCLUSION

Based on the research findings, the following conclusions can be drawn:

1. Perceived organizational support has a positive and significant effect on work engagement. This indicates that higher levels of organizational support perceived by employees lead to stronger engagement in their work.
2. Perceived organizational support positively and significantly influences self-efficacy. Adequate organizational support enhances employees' confidence in their ability to complete tasks and cope with job demands.
3. Self-efficacy has a positive and significant effect on work engagement. Employees with higher self-efficacy tend to exhibit greater enthusiasm, dedication, and involvement in their work.
4. Self-efficacy acts as a mediating variable in the relationship between perceived organizational support and work engagement. This suggests that perceived organizational support affects work engagement not only directly but also indirectly through enhancing employees' self-efficacy.

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