

THE ROLE OF EMPLOYEE ENGAGEMENT IN MEDIATING PERCEIVED ORGANIZATIONAL SUPPORT AND EMPLOYEE DEVELOPMENT ON WORK MOTIVATION

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ABSTRACT

This study was motivated by the problems of employees at PT. X who experienced fluctuating work motivation, lack of perceived organizational support, lack of employee engagement, especially in decision-making, but indirectly in terms of employee development that has been implemented, it has led to an increase in work motivation due to the absence of employee development programs to improve employee work motivation. This study aims to examine the relationship between perceived organizational support and employee development with work motivation through employee engagement as an intervening variable at PT. X. The method used in this study was a quantitative method with an explanatory research approach. The sampling technique used was simple random sampling. The sample in this study consisted of 164 contract employees at PT X. The data analysis technique used was path analysis with Partial Least Square (PLS). The results showed that all hypotheses were accepted. Perceived organizational support and employee development have a positive effect on work motivation (t-statistic value > 1.96 and p-value < 0.05). Employee engagement is proven to strengthen the influence of perceived organizational support and employee development on work motivation (t-statistic value > 1.96 and p-value < 0.05). The conclusion of this study is that perceived organizational support and employee development have a positive relationship with employee work motivation through employee engagement as an intervening variable.

KEYWORDS

Work Motivation, Employee Engagement, Perceived Organizational Support, Employee Development



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INTRODUCTION

Human resources are the most important asset in a company. Rampisela & Lumintang (2020) stated that to achieve company goals effectively and efficiently, human resources in the form of employees must be increased in productivity. Furthermore, Kusmiati, Nasywa Sahila, Damayanti, Saraswati, & Apriliani (2022) explained that employee productivity has an impact on the quality of company performance.

Various factors can affect employee productivity, one of which is work motivation. Salsabila (2023) revealed that work motivation is one of the factors related to work productivity. Through work motivation, employees will be encouraged to improve their performance and make a better contribution to the company. Maulyan & Sandini (2024) defines work motivation as an internal drive within an individual that drives to achieve goals, aspirations, or desires.

Several factors influence work motivation, including *perceived organizational support*, employee development, and *employee engagement*. Gunawan, Mujanah, & Murgiyanto (2018), Situmorang (2019), and Kristanti & Lutfi (2017) in their research, showed that these factors have a significant relationship with work motivation.

Humaerah, Fajariani, & Amalyah (2023) concluded that providing work motivation is very important in an organizational context. High work motivation in employees can increase work activities, maintain morale, and increase work productivity.

PT X is one of the motorcycle manufacturers in Indonesia. Although employee performance in the company is quite good, employee motivation still fluctuates. Development carried out by the HR team is only limited to *skill* development, while development related to work motivation does not yet exist. In addition, employee involvement in decision-making is still limited.

Budiastuti, Kartika, & Guntoro (2021) conducted research on the relationship between *perceived organizational support* and work motivation. The results show that *perceived organizational support* is related to employee work motivation. Putri, Sa'adah, & Sopiah (2023) explained that *perceived organizational support* refers to employee perceptions of how much the organization values contributions and cares about employee welfare. Sunarto & Suparji (2020) added that employees who feel valued and supported tend to put more effort into work.

Yovita Narwastu, C. Widjaja, & Setiawan (2023), in their research, found that perceived organizational support has a significant relationship with employee development. In their research, they found that *perceived organizational support* has a significant relationship with employee development. Septiani & Frianto (2023) also found that *perceived organizational support* is positively and significantly related to *employee engagement*.

Research on the relationship between employee development and work motivation was conducted by Zatira & Tumanggor (2024). The results show that employee development has a relationship with work motivation. Irawan, Rezeki, Ramdani, & Setiawan (2024) stated that employee development is very important because it can improve employee performance. Wulandari, Elfiswandi, Candana, & Fitri (2024) added that employee development is increasingly important because of the existence of a work motivation. added that employee development is increasingly important due to job demands and technological advances. Mediana & Hwihanus (2024) defined employee development as learning provided to employees to improve

their ability to carry out tasks. Albany & Dyahrini (2023) explained that the purpose of employee development is to create a workforce that is better able to meet customer needs. Karim & Abrian (2024) found that there is a positive and significant relationship between career development and *employee engagement*.

Ardillah, Ridwan, & Retnaningsih (2020) conducted research on the relationship between *employee engagement* and work motivation. The results show that *employee engagement* is significantly related to work motivation. Fitria, Jaya, & Akbar (2024) explained that *employee engagement* includes work enthusiasm, commitment, and care. Anwar & Yuniasanti (2024) added that *employee engagement* is a manifestation of employee behavior that involves themselves thoroughly in carrying out their duties. Septiani & Frianto (2023) and Kartika & Muchsinati (2015) found that *employee engagement* is influenced by *perceived organizational support* and employee development. Huda (2024) explained that *employee engagement* can be seen from the work enthusiasm and persistence of employees in facing challenges.

The previous literature review concluded that employee development is an important factor in increasing work motivation. Employee development can improve employees' abilities and knowledge, so that employees feel more confident in carrying out their duties. In addition, employee development can also increase employee attachment to the company, so that employees feel more motivated to work.

This study aims to empirically examine the relationship between *perceived organizational support* and *employee development* with work motivation through *employee engagement* as an *intervening* variable at PT. X. The benefits of this research are expected to provide information about the importance of employee development in increasing work motivation.

RESEARCH METHODS

This study involves four variables, namely: (1) Work Motivation (dependent variable), (2) *Perceived Organizational Support* (independent variable), (3) *Employee Development* (independent variable), and (4) *Employee Engagement* (*intervening* variable). The four variables are measured using a scale with the following operational definitions: Work motivation is the inner drive to achieve goals, be positive, and work optimally. The higher the score, the higher the work motivation in employees, and vice versa. *Employee engagement* is a total self-expression at work, characterized by motivation, support, efficiency, and effectiveness. The higher the score, the higher the *employee engagement*, and vice versa. *Perceived organizational support* is an employee's belief that their contributions and well-being are valued, reflecting a positive attitude towards rewards, support, and fairness in the workplace. The higher the score, the higher the *perceived organizational support* in employees, and vice versa. Employee development is a planned learning process to improve employees' abilities and potential to achieve organizational goals. The higher the score, the higher the employee development, and vice versa.

The subjects of this study were all contract employees of PT X, totaling 164 people. The sampling technique used is *simple random sampling*, which is a technique in which each member of the population has the same opportunity to be selected as a sample. The number of samples was calculated using the Slovin formula.

Data analysis was carried out using *Partial Least Squares* (PLS) to test the cause-and-effect relationship between latent variables. Measurement model testing includes validity and reliability tests. Structural model testing includes the *R-Squares* test and

goodness of fit test. Hypothesis testing is done with the t test (t-statistic > t-table or p-value < 0.05) and testing the mediation effect follows the procedure of (Ghozali & Latan, 2015).

RESULT AND DISCUSSION

Respondents in this study were all contract employees of PT Triangle Motorindo Semarang totaling 164 people, consisting of men and women with an age range of 19 to 46 years and a minimum work period of 10 months.

Table 1. Research Demographic Data

Description	Category	Total	Percentage
Gender	Male	153	93.29%
	Female	11	6.71%
Age	17-23	22	37.80%
	24-31	73	25.61%
	32-39	52	30.49%
	40-46	17	6.10%
Domicile	Semarang	125	76.22%
	Demak	6	3.66%
	Kendal	23	14.02%
	Boyolali	1	0.61%
	Klaten	2	1.22%
	Purwodadi	1	0.61%
	Trunk	1	0.61%
	Pemalang	2	1.22%
	Pekalongan	1	0.61%
	Salatiga	1	0.61%
	Ungaran	1	0.61%
Length of Service	0-5	62	37.80%
	6-10	42	25.61%
	11-15	50	30.49%
	16-20	10	6.10%

This study uses a reflective measurement model to measure the variables of *perceived organizational support*, *employee development*, *employee engagement*, and work motivation. Evaluation of the measurement model on the reflective model according to Ghozali & Latan (2015) includes convergent validity test (*loading factor* ≥ 0.70), AVE test (AVE value ≥ 0.50), discriminant validity test (*cross loading of the intended variable is greater than other variables*), and composite reliability test (*Composite Reliability and Cronbach's Alpha*). Hypothesis testing is done with the t test (t-statistic > t-table or p-value < 0.05).

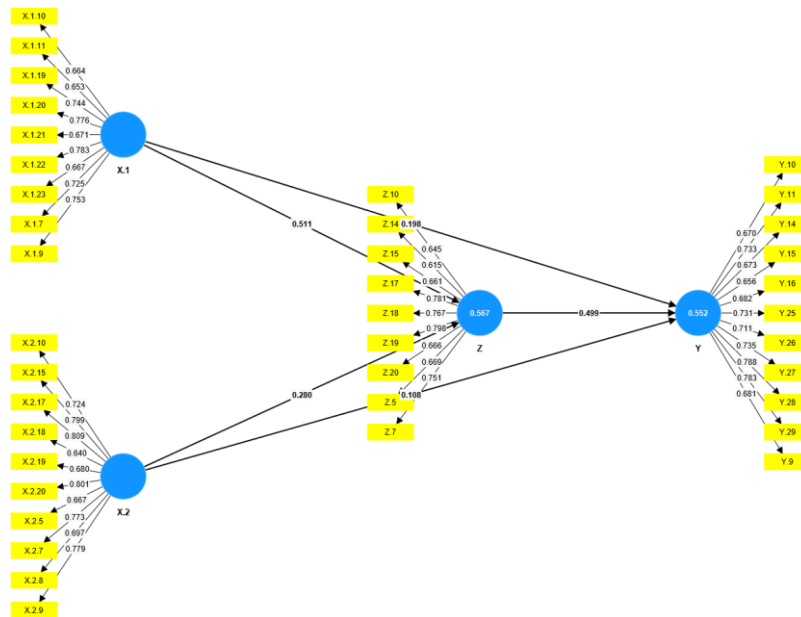


Figure 1. Output Data 1

The results of outer loading data processing show that there are 81 item answers that have an *outer loading* value < 0.70 . This indicates that these aspects do not pass the convergent validity test and must be removed from the model.

Table 2. Construct Validity Reliability 1

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
X.1	0.860	0.885	0.878	0.254
X.2	0.876	0.896	0.895	0.316
Y	0.912	0.929	0.922	0.287
Z	0.865	0.888	0.887	0.302

The table shows that the *Average Variance Extracted* (AVE) value on all variables has met the criteria (> 0.5). However, there are some data that have low or unqualified outer loading values (< 0.70), namely a total of 81 item answers. To improve the quality of the model, these data need to be eliminated. By eliminating these data, it is expected that a better model will be obtained, as shown in the following figure.

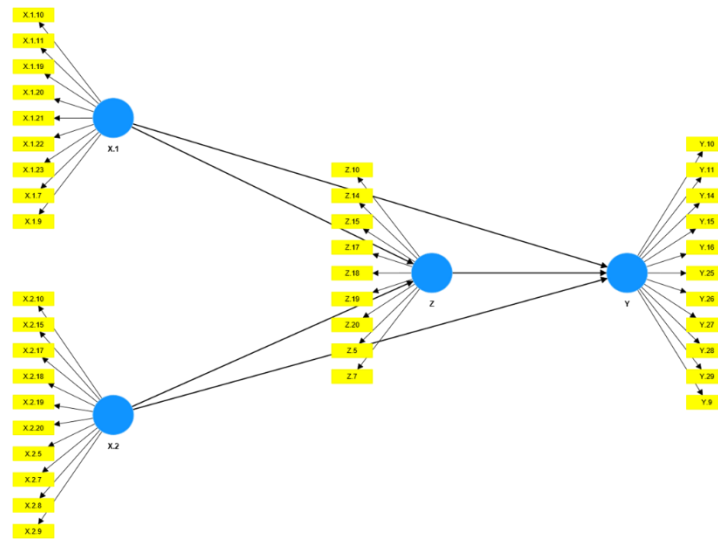


Figure 2. Output Data 2

The measurement analysis results show that the *perceived organizational support* variable measured by three items is valid. The validity of the items is indicated by the *outer loading* value which ranges from 0.725 to 0.783, indicating that the three items accurately reflect the construct of *perceived organizational support*. Variable reliability was rated satisfactory with *Cronbach's Alpha* and *composite reliability* values above 0.70, indicating good internal consistency. Convergent validity was also met with an *Average Variance Extracted (AVE)* value of 0.514, exceeding the 0.50 threshold. This confirms that the measurement items converge on the same construct. The *perceived organizational support* variable is able to explain 51.4% of the variation in the items, indicating the variable's ability to capture relevant information.

The three items used to measure the variable where there is 1 item that shows the highest *outer loading* (0.783). This indicates that the item, which measures employee perceptions of the implementation of financial and non-financial rewards in the organization, has the greatest contribution in explaining the measured variables. In other words, employees tend to think that the organization has implemented financial and non-financial rewards well. Attractive compensation is one of the main driving factors that motivate employees at work. Employees tend to be motivated to improve their performance and contribution to the company in the hope of getting better rewards. (Latief et al., 2024).. Although the item performed well, the analysis indicated the need for improvement on other measurement items. Further evaluation is needed to identify aspects that need to be improved on these items, in order to improve the validity and reliability of the measurement instrument as a whole.

The psychometric evaluation showed that the employee development variable, measured by four items, demonstrated satisfactory validity and reliability. High *outer loading* values, ranging from 0.779 to 0.809, indicate that the four items validly reflect the employee development construct. The internal consistency of the variables is indicated by *Cronbach's alpha* and *composite reliability* values above 0.70, ensuring good measurement reliability. The convergent validity of the variables is also met with an *Average Variance Extracted (AVE)* value of 0.547, exceeding the 0.50 threshold. This indicates that the measurement items converge well on the employee development

construct. This variable is able to explain 54.7% of the variation in the items, demonstrating the variable's clear power in capturing relevant information.

One item showed the highest *outer loading* (0.809) among the four items used to measure the teamwork variable. This indicates that the item has the most significant contribution in explaining the variable. In other words, the item is the strongest indicator of the measured teamwork construct. Effective teamwork not only improves performance and productivity, but also creates a positive and supportive work environment, which in turn increases employee motivation. The synergy and collaboration established in a solid team can foster a sense of ownership, mutual respect, and passion for achieving common goals, thus encouraging employees' intrinsic and extrinsic motivation. (Dahlia & Hasanah, 2023). Although these items performed optimally, evaluation of other items indicated room for improvement. Further analysis is needed to identify specific dimensions that need to be optimized on these items, with the aim of improving the validity and reliability of the overall teamwork measurement instrument.

Measurement of work motivation variables in this study used four valid items with *outer loading* ranging from 0.731 to 0.788. The *outer loading* value indicates that all items have been valid in reflecting the work motivation construct. Reliability of work motivation variables meets acceptable criteria, indicated by *Cronbach's Alpha* and *Composite Reliability* values above 0.70. This indicates the internal consistency of the items in measuring the same construct. Convergent validity analysis shows that the *Average Variance Extracted* (AVE) value of 0.510 has exceeded the 0.50 threshold. This result confirms the fulfillment of the convergent validity requirement, which means that the latent variable is able to explain the variance of its indicators well. Overall, the work motivation variable shows the proportion of item variance of 51.0%.

The four items used to measure latent variables, of which there is one item that shows the highest *outer loading* (0.788). This high *outer loading* value indicates that the Y.28 item, which represents the salary construct, has the strongest correlation with the latent variable being measured, compared to the other items. This indicates that the item is the most accurate and representative indicator in reflecting the salary construct in the measurement model. Financial compensation, especially salary, has a multidimensional role for employees. In addition to serving as an instrument of fulfillment of needs and an indicator of social status, salary represents a form of appreciation for employee contributions and has implications for increasing job satisfaction. The amount of salary is positively correlated with perceptions of prestige, the ability to fulfill needs, and ultimately, the achievement of optimal job satisfaction. In an organizational context, effective compensation policies are aimed at rewarding work performance, ensuring internal equity, improving employee retention, attracting high-quality talent, and motivating all human resources to achieve organizational goals. (Yeni, 2023). Although other measurement items have shown good quality in general, optimization is still needed to improve the validity and reliability of the measurement instrument.

The *employee engagement* variable in this study was measured using four valid items with *outer loading* values ranging from 0.751 to 0.798. The range of *outer loading* values indicates that the four items are valid in reflecting the *employee engagement* construct. Variable reliability meets acceptable criteria, indicated by *Cronbach's Alpha* and *Composite Reliability* values above 0.70. These results indicate the internal consistency of the items in measuring the *employee engagement* construct.

Convergent validity analysis shows that the *Average Variance Extracted* (AVE) value of 0.502 has exceeded the 0.50 threshold, which confirms the fulfillment of convergent validity requirements. Thus, the latent variable *employee engagement* is able to explain the variance of its indicators well. Overall, the *employee engagement* variable shows a proportion of item variance of 50.2%.

Among the four items used to measure the latent variable, there is one item that shows the strongest indication of the three psychological aspects of *employee engagement*, namely *cognitive engagement*, *emotional engagement*, and *behavioral engagement*. This item is most likely an item that is comprehensively formulated so that it is able to capture the essence of the three dimensions simultaneously. However, further analysis is needed to confirm the validity and reliability of these items in reflecting the multidimensionality of the *employee engagement* construct. *Employee engagement* is a psychological condition that reflects the level of holistic employee involvement, including physical, cognitive, and emotional aspects, in carrying out their duties and roles. Optimally engaged employees will show high enthusiasm, dedication, and focus on work, thus contributing significantly to the achievement of organizational goals. Meanwhile, happiness at work represents a positive affective state that individuals consciously experience, which facilitates increased attention, performance, and maximum utilization of potential. (Chinanti & Siswati, 2018). Although other measurement items have shown adequate quality, improvements are still needed, especially on items with relatively low *loading* values. *Refinement* of these items can be done through various strategies, such as modifying the wording of the items to be more accurate and representative in reflecting the construct being measured, or through replacing the items with new items that have better validity and reliability.

Table 3. Evaluation of Discriminant Validity

	X.1	X.2	Y	Z
X.1	0.717			
X.2	0.796	0.739		
Y	0.650	0.608	0.714	
Z	0.734	0.687	0.718	0.709

Discriminant validity, an essential assessment in data analysis, tests the empirical differences of theoretically distinct constructs. This evaluation, often using the Fornell-Larcker criterion, asserts that a construct should show stronger correlations with its own indicators than with other constructs. Operationally, the Fornell-Larcker criterion is met if the square root of the *Average Variance Extracted* (AVE) of a latent variable is greater than the correlation of that variable with other latent variables in the model (Abbas et al., 20). (Abbas et al., 2023).

Discriminant validity analysis shows that the employee development variable has an AVE (*Average Variance Extracted*) root of 0.547, which is higher than the correlation with the variables *perceived organizational support* (0.514), work motivation (0.510), and *employee engagement* (0.502). This finding indicates that the employee development construct has good discriminant validity because it is able to explain its own indicator variance more than the variance shared with other constructs. A similar pattern is also found in the variables of *perceived organizational support*, work motivation, and *employee engagement*, where the root AVE value of each

variable is greater than its correlation with other variables, thus meeting the criteria for discriminant validity.

Table 4. Heterotrait-monotrait ratio (HTMT)

	X.1	X.2	Y	Z
X.1				
X.2	0.885			
Y	0.713	0.652		
Z	0.831	0.759	0.805	

J.F. Hair, Risher, Sarstedt, & Ringle (2019) recommended the use of *Heterotrait-Monotrait Ratio* (HTMT) as a more sensitive and accurate measure of discriminant validity in identifying the ability of a construct to distinguish itself from other constructs. The suggested criterion for achieving discriminant validity is an HTMT value below 0.90, which indicates that the correlation between indicators within one construct is higher than the correlation of that indicator with indicators from other constructs.

Table 5. Cross Loading

	X.1	X.2	Y	Z
X.1.20	0.776	0.640	0.524	0.612
X.1.22	0.783	0.650	0.486	0.591
X.1.7	0.725	0.633	0.464	0.486
X.2.15	0.628	0.799	0.418	0.492
X.2.17	0.625	0.809	0.457	0.538
X.2.20	0.644	0.801	0.584	0.566
X.2.9	0.652	0.779	0.477	0.582
Y.25	0.542	0.567	0.731	0.545
Y.27	0.474	0.426	0.735	0.556
Y.28	0.457	0.435	0.788	0.493
Y.29	0.526	0.479	0.783	0.591
Z.17	0.562	0.456	0.553	0.781
Z.18	0.615	0.601	0.488	0.767
Z.19	0.617	0.555	0.514	0.798
Z.7	0.505	0.480	0.561	0.751

The table presents *cross loading* data which indicates that the *loading factor* value of each latent variable is significantly higher than its *loading* value on other latent variables. These results indicate the fulfillment of discriminant validity criteria, which confirms that each latent variable is uniquely measured and different from other constructs in the model.

The structural model serves to define and measure the causal relationship between latent constructs in a theoretical framework. The specification of the relationship includes the direction, strength, and significance of the influence between the hypothesized latent constructs. The structural model (*inner model*) represents the causal relationship between latent variables based on a strong theoretical basis. Structural model evaluation aims to test the validity of research hypotheses by

analyzing the strength, direction, and significance of the relationship between latent constructs. The main indicator in assessing the structural model is the *R-square* value, which reflects the proportion of variance in endogenous variables explained by exogenous variables. An *R-square* value > 0.75 indicates a strong model, $0.50 < R\text{-square} < 0.75$ indicates a moderate model, while an *R-square* < 0.25 indicates a weak model. (Agustina & Sugiarti, 2024).

The coefficient of determination (R^2) is a statistical measure used to measure the proportion of variance in the dependent variable that can be explained by the independent variables in a regression model. The R^2 value ranges from 0 to 1, where a value close to 1 indicates that the regression model is able to explain most of the variation in the dependent variable. (Rosita et al., 2024).

Table 6. R Square Value

	R-square	R-square adjusted
Motivasi Kerja	0,552	0,544
<i>Employee Engagement</i>	0,567	0,562

R-square analysis shows that *perceived organizational support* and employee development variables simultaneously explain 55.2% of the variance in work motivation, while the remaining 44.8% is contributed by other factors outside the model. Furthermore, *employee engagement* as a moderating variable increases the *R-square* to 56.7%, indicating that *employee engagement* strengthens the influence of *perceived organizational support* and employee development on work motivation. The remaining variance of 43.3% is explained by variables not included in this research model.

Statistical analysis in this study involves significance and hypothesis testing through the *bootstrapping* method. Model evaluation is carried out by observing the *path coefficients* in the table that presents the tested hypothesis, the path coefficient value, the *p-value*, as well as the upper limit and lower limit of the path coefficient confidence interval and the *F-square* value for the work motivation variable.

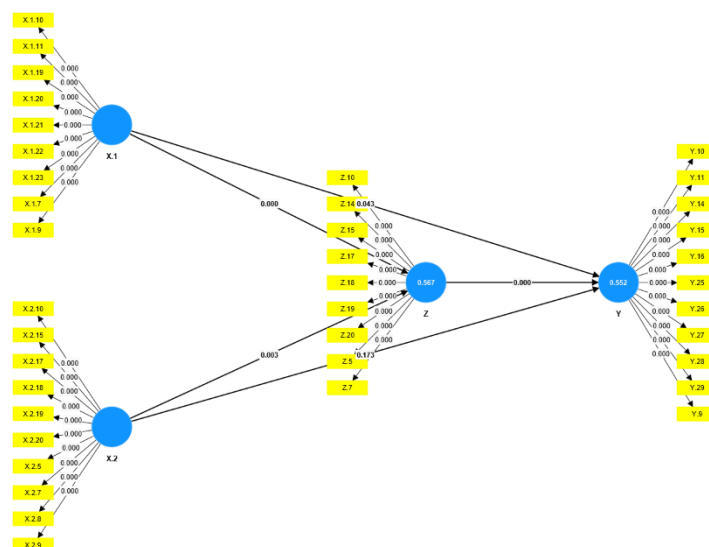


Figure 3. Path Coefficients

Table 7. Path Coefficients

	Path Coefficients	P values	5.0%	95.0%	F-Square
X.1 -> Y	0.198	0.000	0.282	0.571	0.026
X.1 -> Z	0.511	0.000	0.354	0.647	0.221
X.2 -> Y	0.108	0.008	0.054	0.392	0,029
X.2 -> Z	0.280	0.003	0.098	0.438	0.067
Z -> Y	0.499	0.000	0.245	0.707	0.240

Table 8. Test Result Path Coefficient 2

	Path Coefficients	P values	5.0%	95.0%	Upsilon v
X.1 -> Z -> Y	0.255	0.001	0.137	0.407	0.255
X.2 -> Z -> Y	0.140	0.011	0.059	0.268	0.140

Path analysis of *perceived organizational support* (X1) shows a positive and significant relationship to *employee engagement*, with a significance value of 0.000 (<0.05), a path coefficient of 0.511, and a p-value of 0.000 (<0.05). These results indicate the rejection of H_0 and acceptance of H_a , which states that there is a positive and significant relationship between *perceived organizational support* and *employee engagement*. The higher the perceived organizational support, the higher the level of employee engagement.

Study Anwar & Yuniasanti (2024) is in line with this study which shows a positive relationship between *perceived organizational support* and *employee engagement*. That is, the more positive the employee's perception of organizational support, the higher the employee engagement. Conversely, negative perceptions are associated with low engagement. In line with that, according to Herliana, Rasjid, Monoarfa, & Abdussamad (2024) that there is a significant influence between *perceived organizational support* and *employee engagement* in employees of the support unit of PT Kurnia Ciptamoda Gemilang Kebayoran Lama South Jakarta. Data analysis that is in line with this research from Fajardika, Siregar, & Hakim (2023) showed a significant positive relationship between perceived organizational support and employee engagement. High employee engagement is positively correlated with the organization's adaptability to its environment.

Harmonized analysis of Amin, Rusmita, & Wilian (2022) showed a significant positive influence between perceived organizational support and employee engagement at PT Jambi Ekspres Televisi. An increase in perceived organizational support correlates with an increase in employee attachment to their work. Study Alkasim & Prahara (2019) is in line with this study which confirms a significant positive relationship between *perceived organizational support* and *employee engagement*. The higher the perceived organizational support, the higher the level of employee engagement.

The results of *path analysis* show a positive and significant influence between *employee development* (X2) on *employee engagement*. The significance value of t (0.003) which is smaller than 0.05 and the path coefficient of 0.280 with a p-value of 0.003 indicate the rejection of H_0 and acceptance of H_a . Thus, an increase in employee development is positively and significantly correlated with an increase in employee engagement.

Research results Trefilona & Astuti (2024) aligned with this study where employees of PT X showed a significant relationship between career development and *employee welfare* with *employee engagement*. This indicates that an increase in career development and *employee welfare* is positively correlated with an increase in *employee engagement*. Conversely, a decrease in career development and *employee welfare* correlates with a decrease in *employee engagement*. Research Kharisma, Wahyudi, Pratama, & Kuncoro (2024) is in line with this study which shows a positive and significant effect of career development on *employee engagement*. Low job interest indicates limited career development opportunities provided by the company. Career path clarity contributes to increasing employees' sense of appreciation and attachment to the company. Research Primadini & Karneli (2023) is in line with this research which shows that career development has a positive and significant influence on *employee engagement* at PT PLN UP3 Pekanbaru.

Research results Tiong, Sumaryo, Dalle, & Latif (2023) are in line with this study which shows that career development has a significant effect on increasing *employee engagement*. This is indicated by the clarity of the direction of career development, the opportunities given to each employee, and the motivation provided by the company. Research results Barzah, Susilowati, & Sumarmi (2024) In line with this study, based on the results of the analysis, it shows a positive effect of career development variables on employee engagement. There is a positive correlation between the quality of the career path obtained by employees and the level of attachment to the organization and their work. Conversely, a poor career path correlates with a decrease in employee attachment.

The results of hypothesis analysis show that there is a positive and significant influence between *perceived organizational support* (X1) on employee work motivation (Y), as evidenced by a significance value of 0.000 which is smaller than 0.05 and a path coefficient value of 0.198 with a p-value of 0.000 ($p < 0.05$). Thus, the null hypothesis (H_0) which states that there is no effect is rejected, and the alternative hypothesis (H_a) which states that there is an effect is accepted. This indicates that an increase in *perceived organizational support* is positively and significantly correlated with an increase in employee work motivation.

Research Chaerunisa & Khalid (2024) is in line with this research which proves the significant influence of *Perceived Organizational Support* (POS) on the work motivation of ANRI Archives Service Center employees. An increase in POS is positively correlated with an increase in work motivation. It is concluded that increasing organizational support can increase employee work motivation. Research results Budiastuti et al. (2021) from are in line with this study where there is a positive effect of *perceived organizational support* on employee work motivation. This means that the level of organizational support felt by employees is directly proportional to the level of employee work motivation. Research results from Fahmi (2021) is in line where *perceived organizational support* (POS) has a significant positive effect on the work motivation of employees in the HR, General, Legal, and Asset sections of PT Perkebunan Nusantara XI Surabaya. High intensity of organizational support correlates with increased employee motivation.

Research S. Suwarno et al. (2023) is slightly misaligned where even though the results of this study have a positive effect, *perceived organizational support* does not have a significant effect on the work motivation of employees of PT POS Indonesia Lubuklinggau Branch. Optimal organizational support can be achieved by

understanding employee characteristics and providing clear information in carrying out work. Research Ayu & Ghazali (2023) is in line with previous research where *perceived organizational support* has a significant effect on autonomous motivation, but has no effect on controlled motivation.

The analysis shows a positive relationship between employee development (X2) and employee work motivation (Y), indicated by a significance value of 0.008 ($p < 0.05$) and a path coefficient of 0.108. The null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted, which means that an increase in employee development is positively correlated with an increase in employee work motivation.

Research results from Zatira & Tumanggor (2024) are in line with this research where employee development is proven to have a significant effect on work motivation, especially increasing skills. Employees who get development show more optimal motivation and performance. Research results Manu, Niha, & Manafe (2022) are in line with this study where career development has a significant positive effect on work motivation. Employees play a role in planning their careers, while companies provide career development programs to support employee career advancement. Research results from Suryawan & Suwandana (2019) in line with this study that there is a significant positive effect of career development on employee work motivation. Increased career development correlates with increased work motivation.

Research results from Situmorang (2019) in line with this study that employee development has a significant effect on the work motivation of Solider Rural Credit Bank employees. Improving the quality of employee development correlates with increasing work motivation, indicating that employee development is the dominant factor influencing work motivation. Research results from Balbed & Sintaasih (2019) aligned with this study where career development has a significant positive effect on the work motivation of employees of PT Kanmo Group (Havaianas). Increased career development correlates with increased work motivation, and vice versa.

The analysis shows that *employee engagement* (Z) has a positive and significant effect on employee work motivation, indicated by a significance value of 0.000 ($p < 0.05$) and a path coefficient of 0.499. The null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted, which indicates that increasing *employee engagement* is positively and significantly correlated with increasing employee work motivation.

Research results by Zainiah, Thamrin, & Herlambang (2024) are in line with this study where there is a significant positive influence between *work engagement* and work motivation. Individuals with high emotional, cognitive, and behavioral involvement in work show high levels of motivation as well. These results indicate that *work engagement* is an important factor in increasing work motivation.

Research results Ardillah et al. (2020) in line with this study which shows that employee engagement has a significant effect on employee work motivation at expedition companies in Pabean Cantikan District, Surabaya. This indicates a positive correlation between the level of employee engagement and the level of work motivation. The higher the *employee engagement* shown by employees, the higher the work motivation they have. In other words, employees who feel bound and actively involved with work and the company, tend to have higher motivation in carrying out tasks and achieving company goals. This finding confirms the importance of company efforts in increasing *employee engagement* as a strategy to increase employee work motivation and ultimately have a positive impact on overall company performance.

Research results Kristanti & Lutfi (2017) showed a significant effect of *employee engagement* on employee work motivation in the Human Capital Management division of Bank XYZ. Employees with high levels of *employee engagement* tend to show greater commitment to work and the organization, characterized by regular attendance, a sense of belonging, high work motivation, and optimal individual performance. This indicates that *employee engagement* is an important factor in increasing employee motivation and productivity.

Moderation analysis shows *perceived organizational support* (X1) has a positive and significant effect on *employee* motivation through *employee engagement* (Z), as evidenced by the path coefficient value of 0.255 and *p-value* of 0.001 ($p < 0.05$). The null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted. This indicates that *employee engagement* strengthens the positive and significant influence between *perceived organizational support* on employee work motivation.

Based on the study of Anwar & Yuniasanti (2024) and Zainiah, Thamrin, & Herlambang (2024), *perceived organizational support* (POS) is positively correlated with *employee* work motivation through the mediation of *employee engagement*. High POS triggers *employee engagement*, characterized by high emotional, cognitive, and behavioral attachment to work, which in turn encourages increased work motivation. Thus, *employee engagement* acts as an intervening variable that strengthens the relationship between POS and work motivation. This finding underscores the importance of POS in creating a conducive work environment, thereby increasing *employee engagement* and ultimately motivating employees to contribute optimally to the organization.

Study Herliana et al. (2024) indicates a significant effect of *perceived organizational support* on *employee engagement*. Although the study of Manu et al. (2022) showed a positive effect of career development on work motivation, career development can be seen as a tangible form of *perceived organizational support*. Thus, *perceived organizational support* can increase *employee* motivation, either directly or indirectly through increased *employee engagement* and employee perceptions of organizational support in employee career development.

The results of the analysis show that *employee* development has a positive effect on work motivation through *employee engagement*. Evidenced by the *path coefficients* value of 0.140 and *p-value* 0.011 which is less than 0.05. This means that the more the organization pays attention to employee development and increases *employee engagement*, the higher employee motivation will be.

Study Trefilona & Astuti (2024) indicates that employee development, especially career development and welfare improvement, is positively correlated with *employee engagement*. This increase in *employee engagement* then, based on Zatira & Tumanggor's (2024) research, proved to have a significant effect on increasing employee work motivation. Thus, it can be concluded that *employee* development plays an important role in increasing work motivation through the mediation of *employee engagement*. Comprehensive employee development, including career development and welfare improvement, will increase *employee engagement* which will then encourage work motivation, so that employees show more optimal performance.

Research Kharisma et al. (2024) indicates that career development contributes positively to *employee engagement*. Employees who are given the opportunity to develop themselves tend to be more attached to work and organizations. Furthermore, Manu et al. (2022) corroborated that career development has a positive impact on work

motivation. Thus, it can be concluded that career development affects *employee* work motivation through *employee engagement* as an intervening variable. Career development increases *employee engagement*, which then encourages *employee* motivation to contribute more optimally at work.

CONCLUSION

This study concluded that there is a positive relationship between *perceived organizational support*, *employee development*, and *work motivation*, with *employee engagement* as an *intervening* variable. Suggestions for organizations include optimizing development programs, improving internal communication, strengthening organizational support, involving employees in decision making, increasing the fairness of the reward system, improving employee welfare, developing a learning culture, utilizing technology, evaluating programs, and benchmarking studies.

Suggestions for employees include proactive communication, active participation, continuous self-development, time management, collaboration, positive thinking, adaptation, work-life balance, self-evaluation, and positive relationships. Future research is recommended to consider additional variables, use mixed methods, involve other companies, conduct longitudinal studies, develop instruments, test moderator variables, conduct further analysis, increase generalizability, explore alternative models, and focus on practical implications.

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