

THE CONTRIBUTION OF PERCEIVED ORGANIZATIONAL SUPPORT TO JOB SATISFACTION THROUGH THE ROLE OF WORK ENGAGEMENT AMONG ACADEMICS AT PRIVATE UNIVERSITIES

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Abstract

Organization support enhances work engagement, thus enhances employee job satisfaction. This research is targeted to testing the effect of job satisfaction from perceived organizational support through work engagement among all lectures at private universities in Central Java Province. The methodology applied in this work is an associative method with a quantitative bias. Samples used purposive sampling technique to take 100 respondents from the entire lecturers who worked at private universities in Central Java Province. The questionnaires were used for collection of data and rated with Likert scale. The method of the data analysis was SEM-PLS and testing the databy using SmartPLS software version 4.1.1.2. There are two stages in the SEM-PLS analysis, an outer model and an inner model. The findings showed that the job satisfaction is significantly affected by the perceived organizational support (POS). It is further established that there is mediating impact of the variable work engagement on the relationship between the variable perceived organizational support and job satisfaction.

Keywords: Perceived Organizational Support, Job Satisfaction, Work Engagement, Private Universities, Central Java.

1. INTRODUCTION

The study implied that lecturers who perceive their organisation as supportive in terms of resources, tools, and environment will become more engaged and have a greater level of job satisfaction. This, in turn, would increase their levels of work engagement and job satisfaction. One study demonstrated that Perceived Organizational Support positively affects work engagement making it a crucial mediator between organizational support and employees' creative performance (Aldabbas et al., 2021). Another research found out that the higher the Perceived Organizational Support, the higher the happiness and the lower the stress indicators experienced by the lecturers. This contributes to the higher level of engagement (Vinahapsari et al., 2024). Additionally, the job demands resources model demonstrates how organizations that provide enough support can reduce the job demands which lead to a more engaged employee, therefore leading to a higher job satisfaction (Aldabbas et al., 2021).

Perceived Organizational Support, job satisfaction and turnover intention are all intertwined with job engagement. Thus, we must know what the first two factors mean. Numerous studies have found that engaged employees tend to be more satisfied with their jobs and likely shows organizational citizenship behavior. A study had attempted to investigate the role of engagement with work as a mediating function of meaningfulness with work towards an overall performance, engagement was found to be a key factor for enhancing the satisfaction level of employees including a lecturer (Khusanova et al., 2021).

Another research showed job engagement significantly mediated relationship self-efficacy and job satisfaction experienced by educational staff indicates that this scale has strong conceptual clarity in the education setting (Chan et al., 2020). A different analyzed study likewise revealed that greater Perceived Organizational Support was associated with increased job satisfaction as faculty who perceive support from the institution tended to feel more recognized, and valued thereby increasing their overall job satisfaction and engagement levels (Prastyo & Hidayat, 2022).

When teachers are appreciated, have opportunities for growth, and work in a friendly setting, they feel more satisfied with their jobs (Rahman et al., 2024). Moreover, the academic milieu has its own challenges and opportunities in terms of work engagement and organizational support. Faculty members usually have heavy workloads and administrative expectations. It can have a negative effect on their engagement and satisfaction (Rahman et al., 2024). According to the research, promoting a work-life balance for the faculty is very important. This indicates organizations must provide the right support that can motivate them to engage in their work while also satisfying their own unique demands (Kahpi et al., 2024).

For this reason, the phenomenon of perceived organizational support, work engagement, and job satisfaction is an appropriate idea to investigate factors at universities that seek to enhance lecturer performance. Theoretically the OBLOOST's research urgency is expected to contribute to enriching the Organizational Support Theory (OST) by investigating the mechanism of work engagement and using it as a mediating mechanism between perceived organizational support and job satisfaction in academic settings. In addition, the purpose of this study is to fill a lacuna in the literature with respect to the contribution of work engagement in the higher education context vs the corporate world.

2. LITERATURE REVIEW

2.1. Perceived Organizational Support

Perceived organizational support relates to employees' perceptions that the organization cares about their well-being, development, and values their contribution to the organization (Rahmat & Bastian, 2022). Meanwhile, according to Neysyah et al. (2023), perceived organizational support is the extent to which the organization supports and cares about employee welfare in fulfilling their socio-emotional needs, for employee contributions to the organization. According to Judge et al. (2017), indicators of the perceived organizational support variable include:

- a. Organizational fairness
- b. Supervisor support
- c. HR Practices and policies
- d. Organizational care for employee well-being
- e. Job Conditions and autonomy

2.2. Work Engagement

Work engagement is employees' cognitive and psychological identification with their work, including the idea that the work fulfills their needs and expectations (Judge et al., 2017). Work engagement in work is conceptualized as members of an organization carrying out their work roles, working and expressing themselves physically, cognitively and emotionally while working (Sukoco et al., 2020). According to Judge et al. (2017), indicators of the work engagement variable include:

- a. Vigor
- b. Dedication
- c. Absorption

2.3. Job Satisfaction

Job satisfaction is a deep emotional reaction that arises from the employee's work experience. Job satisfaction is the level of positive feelings that employees have towards their jobs which can be characterized as a positive and enthusiastic reaction to the evaluation of the job or a particular part of the job (Sunaryo et al., 2022). Meanwhile, according to Mascarenhas et al. (2022), job satisfaction is an individual's emotional and cognitive evaluation of their work, which reflects the extent to which they obtain pleasure and satisfaction from their work. According to Mascarenhas et al. (2022), indicators of job satisfaction include:

- a. Work itself
- b. Pay and compensation
- c. Supervision and leadership
- d. Work environment
- e. Career growth and development
- f. Coworker relationships
- g. Organizational policies and culture
- h. Measurement scales

2.4. Research Hypothesis

In order to understand the relationship between variables and to reflect theoretical understanding in answering research questions objectively and measurably, the researcher tried to formulate the research hypothesis as follows:

H1: Perceived organizational support has a positive and significant effect on work engagement.

H2: Perceived organizational support has a positive and significant effect on job satisfaction.

H3: Work engagement has a positive and significant effect on job satisfaction.

H4: Work engagement mediates the relationship between perceived organizational support and job satisfaction.

2.5. Conceptual Model

A conceptual model is a theoretical representation that systematically describes the relationships between research variables. A systematic conceptual model based on a literature review and serving as the basis for formulating hypotheses is depicted in Figure 1 below:

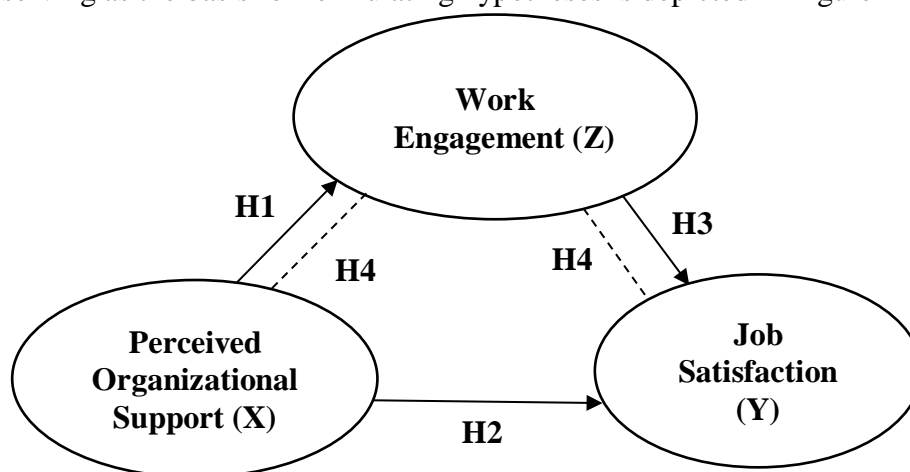


Figure 1. Conceptual Model

3. RESEARCH METHOD

This research is a quantitative study with an associative method that focuses on only a few variables. The population in this study were all lecturers at private universities in Central Java. The sampling technique used a non-random sampling technique with a purposive sampling method. The considerations and criteria for selecting respondents were based on respondents who had worked for more than three years. The number of samples used in this study was 100 respondents. The primary data collected was in the form of questionnaires given to respondents for later processing and analysis. Measurement of respondent answer values used a 1-5 point Likert scale parameters. The data analysis technique used Multivariate Analysis - Structural Equation Model (SEM-PLS) with the help of SmartPLS software version 4.1.1.2.

4. RESULTS AND DISCUSSION

4.1. OUTER MODEL

4.1.1. Convergent Validity

The correlation between indicators and their constructs confirms convergent validity (Andria et al., 2023). Parameters with an outer loading value between 0.5 and 0.6 are still acceptable; however, a construct will be considered to have a substantial influence if the correlation value exceeds 0.7 (Ghozali & Latan, 2018). All indicators presented in Figure 2 have values above 0.7; hence, the results are considered valid.

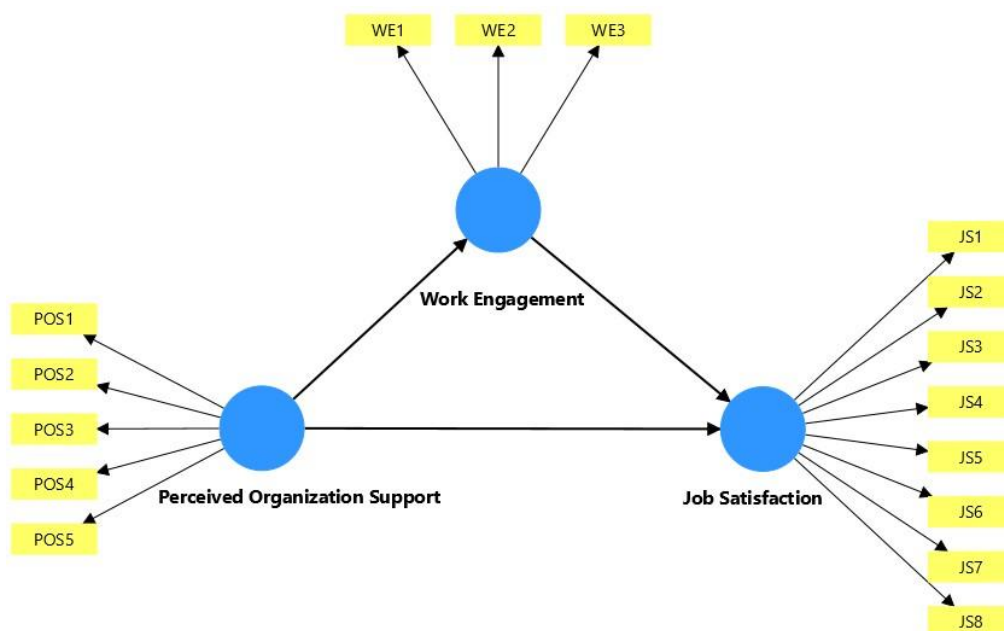


Figure 2. Outer Loading Diagram

4.1.2. Discriminant Validity

Discriminant validity discriminant right in order to ensure that each construct variable appears separate from the others on a latent model (Henseler et al., 2015). Validation of measurement was examined using AVE value is threshold measure at 0.5. An AVE greater than 0.5 indicates that the construct can account for more than 50% of the variance of its items

(Sarstedt et al., 2021). From the Table 1, we can observe that all the variables have AVE values higher than 0.5 and are therefore valid.

Table 1. Discriminant Validity Test

Construct reliability and validity - Overview	
	Average variance extracted (AVE)
Job Satisfaction	0.641
Perceived Organizational Support	0.628
Work Engagement	0.748

Source:

Processed primary data, 2025

4.1.3. Composite Reliability

An instrument is considered reliable if the average Average Variance Extracted (AVE) value is above 0.5 and the Composite Reliability and Cronbach's Alpha values are above 0.7 (Ghozali, 2021). Table 2 shows the output data with high reliability, which is those with a Composite Reliability value above 0.7. The results show that all research variables exhibit composite reliability values above 0.7, indicating that overall, the variables have a fairly high level of reliability consistency.

Table 2. Composite Reliability

R-square - Overview			
	Cronbach Alpha	Composite reliability (rho_a)	Composite reliability (rho_a)
Job Satisfaction	0.919	0.924	0.934
Perceived Organizational Support	0.852	0.862	0.894
Work Engagement	0.832	0.838	0.899

Source: Processed primary data, 2025

According to Table 4, it is observed that from the results of this study, all the value of Cronbach's Alpha and Composite Reliability for each variable greater than 0.70, this implies that all the variables have met reliability and validity requirement in order to continue with testing analysis structural model.

4.2. INNER MODEL

4.2.1. R-Square

The determination level of the exogenous variables indicating endogenous variables by the R-Square value. The R-Square value is based on the opinion of Sarstedt et al. (2021). An R-Square value of 0.75 is categorized as a strong model, 0.50 is categorized as a moderate model, and 0.25 is categorized as a weak model. In Table 3, the R-square (R^2) value for Job Satisfaction of 0.808 falls into the strong category, and the R-square (R^2) value for Work Engagement of 0.570 falls into the moderate category.

Table 3. R-Square

R-square - Overview	R-square	R-square adjusted	Category
Job Satisfaction	0.808	0.804	Strong
Work Engagement	0.570	0.565	Moderate

Source: Processed primary data, 2025

4.2.2. Hypothesis Testing

For hypothesis testing, researchers estimate the significance level or probability of both direct and indirect effects using bootstrapping. Bootstrapping is employed to analyze the significance of a model (Qurniawati et al., 2023). The t-stat is used to determine the significance of the coefficient path (Sarstedt et al., 2021). Table 4 presents the full summary results of the variable relationships in each of our four research hypotheses.

Table 4. Results of Hypothesis Testing

Construct	Original Sample (O)	Sample Mean (M)	Standard deviation	T-statistics	P values	Result
POS → JS	0.332	0.334	0.056	5.944	0.000	accepted
POS → WE	0.755	0.759	0.044	17.014	0.000	accepted
WE → JS	0.621	0.622	0.053	11.755	0.000	accepted
POS → WE → JS	0.469	0.472	0.047	10.077	0.000	accepted

Source: Processed primary data, 2025

From the statistical data, on the hypothesis test of perceived organizational support and job satisfaction a p-value of 0.000 was obtained. i.e., your t-stat is significant at $p < 0.05$ and the value of the coefficient is 0.332. In finding of the above evidence, this hypothesis is accepted.

T-test of Perceived Organizational Support and Work Engagement Hypothesis test Result
For construct perceptual organizational support towards work engagement and from the data we have p-value $0.000 < 0.05$ (H_0 rejected) Since the value of co-efficient (0.755) has been achieved, it can be inferred that working hypothesis on perception organizational support to engagement is accepted.

The hypothesis test on the relationship between work engagement and job satisfaction also gave a p-value of 0.000. It demonstrates a p-value < 0.05 with a coefficient of 0.621. Accordingly, it can be said that this hypothesis is accepted.

In the other hand, the full model work engagement mediated in relationship perceived organizational support and job satisfaction was also significant with a p-value of 0.000. So this means p value is < 0.05 , and the coefficient = 0.469. It can therefore be concluded that this hypothesis is accepted.

4.2.3. Goodness of Fit (GoF)

The Goodness of Fit (GOF) is a hypothesis test to check if the model used for validation in SEM-PLS fits within a reasonable margin of error. In a structural equation model, the model is considered to be fit if and only if the SRMR (Standardized Root Mean Residual) value is 0.15 (Ghozali, 2021). It can report a good value of Chi-square if it has a range > 0.05 (Astuti et al., 2019). A good model is NFI (Normed Fit Index) < 0.90 . According to the attached results (Table 5), with an SRMR equal to .081, Chi square = 311.571, and NFI = 0.760, adequate fit was acceptable in this study model.

Table 5. Goodness of Fit (GoF)

Model fit	Saturated model		Estimated model	
SRMR	0.081		0.081	
Chi-square	311.571		311.571	
NFI	0.760		0.760	

Source: Processed primary data, 2025

4.2.4. Effect Size

Effect Size is an indication of the level of relationship between a variable, it may be defined as difference that exists in terms of effects between the control class and the experimental class (Khairunnisa et al., 2022). An Fsquare (F^2) of.02 is considered small effect, an F^2 value of.15 is considered moderate effect, and an F^2 value equal to.35 is considered a large one (Sarstedt et al., 2021). From data in Table 7, the independent variable perceived organizational support's effect on dependent (job satisfaction) is moderated-moderate size ($F^2=0.247$). Moderate effect size (F^2) is revealed in regard to the interaction term between VPOS and organizational support at the aggregated level of analysis on work engagement ($F^2=1.323$). Meanwhile, the work engagement variable has a substantial impact on job satisfaction ($F^2=0.864$).

Table 7. Effect Size

f-square - Matrix		
	Job Satisfaction	Work Engagement
Perceived Organizational Support	0.247	1.323
Work Engagement	0.864	

Source: Processed primary data, 2025

4.3.DISCUSSION**Perceived Organizational Support on Work Engagement**

The first hypothesis is supported as perceived organizational support has a significant positive effect on work engagement. Some previous studies also found relevant results such as Hafiza (2024) which stated that perceived organizational support affect positively and significantly on work engagement. Workers who believe that their support is backed by the organization have higher levels of enthusiasm, dedication, and engagement. Putri (2023), also found that perceived organizational support significantly influences work engagement, both directly and through affective commitment. Coworker support also strengthens this relationship.

Perceived Organizational Support on Job Satisfaction

The second hypothesis demonstrates that perceived organizational support (POS) positively influences job satisfaction. The present study conforms with Baliartati (2016) which views that organizational support has very significant effects on job satisfaction; and employees who are emotionally and instrumentally supported have high job satisfactions. In addition, the results of Shanty et al. (2021) suggest that perceived organizational support has a direct influence over job satisfaction and employee engagement. The relationship between organizational support, work engagement and job satisfaction is strengthened by the perception of supervisor support.

Work Engagement on Job Satisfaction

The third hypothesis proves that work engagement has a positive and significant effect on job satisfaction. This finding aligns with Nugraha (2018) research, which showed that work engagement has a direct and significant influence on job satisfaction. Research by Sasando et al. (2025), also demonstrated that work engagement contributes significantly to job satisfaction, particularly among Generation Z.

Work Engagement Mediates the Effect of Perceived Organizational Support on Job Satisfaction

What is not supported Fourth hypothesis that the engagement variable mediates the relationship with perceived organizational support on job satisfaction. This is highly pertinent to the results of Novita and Hanoky (2022), the work engagement construct mediates the relationship between perceived organizational support and job satisfaction. Perceived organizational support is a significant predictor of work engagement, which in turn leads to job satisfaction. which revealed the non-significant effect of social media marketing on Purchasing decisions via Brand awareness. According to the study conducted by Siregar et al. (2024) there is a relationship between job satisfaction and work engagement mediated by perceived organizational support.

5. CONCLUSION

The finding of this study reveals that POS significantly influences the job satisfaction among lecturers in private universities. Furthermore, work engagement was found to be a mediator between perceived organizational support and job satisfaction. This means that the greater support lecturers feel from the organization, the higher their work engagement and thus job satisfaction is. It is recommended that private institutions pay attention to the positive perceptions of AS through equitable policies, lecturer acknowledgement, supportive facilities, and work conditions. In addition, it is important for management to design interventions that stimulate work engagement. Therefore, organizations enhance not only the job satisfaction of lecturers but also reinforce their commitment and performance on a continuous level.

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