



THE INFLUENCE OF PERCEPTIONS OF ORGANIZATIONAL SUPPORT, EMPLOYEE ENGAGEMENT ON JOB SATISFACTION AND EMPLOYEE PERFORMANCE REGIONAL FINANCIAL AND ASSET MANAGEMENT AGENCY SOUTHEAST SULAWESI PROVINCE

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ABSTRACT

The purpose of this study was to identify and analyze (1) The effect of perceived organizational support on employee performance. (2) The effect of employee engagement on employee performance (3) The effect of job satisfaction on employee performance (4) The effect of perceived organizational support on job satisfaction (5) The effect of employee engagement on job satisfaction Regional Financial and Asset Management Board of Southeast Sulawesi Province. (6) The influence of perceptions of organizational support on employee performance with job satisfaction as a mediating variable (intervening). (7) The influence of employee engagement on employee performance with job satisfaction variables. This study uses a quantitative approach. The population of this study is the entire Regional Financial and Asset Management Board of Southeast Sulawesi Province, consisting of 86 people, the research sample was determined by the census (saturated sampling). Data collection using a questionnaire. Data analysis used Structural Equation Modeling with the SmartPLS (Partial Least Square) V3 program.

The results of the study explain that: (1) Perceived organizational support has a significant effect on employee performance. (2) Employee engagement has a significant effect on employee performance. (3) Job satisfaction has a significant effect on employee performance (4) Perceived organizational support has a significant effect on job satisfaction. (5) Employee engagement has a significant effect on job satisfaction. (6) Job satisfaction can mediate perceptions of organizational support for employee performance. (7) Job satisfaction can mediate employee engagement in employee performance.

Keywords: *Perceptions of organizational support, employee engagement, job satisfaction,*

employee performance

INTRODUCTION

One factor that is very important for the survival of an organization is human resources, this is because human resources have a big role to achieve organizational goals. Therefore, organizations are required to manage and optimize human resources. Therefore, the success or failure of achieving organizational or institutional goals will be determined by the human factor in achieving goals (Pioh and Tawas, 2016).

To support the implementation of organizational goals, quality human resources are needed, namely human resources who can demonstrate work behavior that leads to the achievement of organizational goals and objectives. So, every organization is required to be able to develop the potential of its human resources to achieve maximum performance to support the achievement of organizational goals. In government organizations, the state civil apparatus (ASN) is a human resource that plays an important and very decisive role as a government executor who formulates state policies to carry out government and development tasks. As one of the main components of the organization, human resources become planners as well as active actors in every organizational activity they have heterogeneous ideas and thoughts, expertise, feelings, desires, status and educational background, age, gender, etc. which, if brought into an organization, can be utilized and optimized its potential to achieve organizational goals (Basyarewan, et al., 2021). Every organization will make various efforts to improve employee performance to achieve organizational goals because performance is a real behavior displayed by everyone as work performance produced by employees according to their role in the company" (Gaol, 2014). This is in line with what Iqbal said,

Many factors influence the success of an organization, one of which is perceived organizational support (POS) (Atmaja, 2019). Support from the organization is needed by employees. With this support, employees feel that they are getting support which can have a positive influence on employee performance so that it can provide motivation and commitment for employees to work. Real support can be given by the organization to employees, such as an appreciation for the performance of an employee, both in financial and non-financial forms. Financial in the form of incentives and performance allowances while non-financial can be in the form of support to increase employee competence (training or support for further study) as well as employee career development. The existence of support from the organization will affect the perception of employees at work, with positive perceptions in the minds of employees that the organization provides support to them, employees will try to give the best they can to the organization. As expressed by Chun and Tsung (2012) stating that organizational support can increase and provide effectiveness in improving member performance, of course, performance will produce a very significant influence on the organization, and the organization will progress along with organizational support for the performance of its members as expected by the organization.

According to Ariani and Afrianty (2017), Organizations generally provide forms of positive support that are beneficial to employees. The support provided can raise employee perceptions of the organization. Employees with a high level of perceived organizational support or perceived organizational support give maximum performance. The explanation above explains that perceived organizational support affects employee performance. This is in line with the results of previous research conducted by Atmaja (2018); Ariani and Afriani (2017) found that perceived organizational support affects employee performance. The explanation above explains that perceived organizational support affects employee performance. This is in line with the results of previous research conducted by Atmaja (2018); Ariani and Afriani (2017) found that perceived organizational support affects employee performance. The explanation above explains that perceived organizational support affects employee performance. This is in line with the results of previous research conducted by Atmaja (2018); Ariani and Afriani (2017) found that perceived organizational support affects employee performance.

However, there are research results that are different from the results of previous research, namely

research conducted by Ihtian (2014) who researched BPS employees in the DI Yogyakarta Province, obtained the result that perceived organizational support did not have a significant effect on performance. This means that high and low levels of perceived organizational support felt by employees will not affect the employee's performance. Perceived organizational support has no significant effect on performance, this is due to the status of BPS as a vertical agency, where all policies, strategies, and planning are carried out at the center so that proposals from the regions cannot be made into national decisions. Based on this there is a gap in the study,

Then another factor that can affect employee performance is employee engagement. This is because employee engagement has an important influence in determining the role of employees in running the organization so employees have a major influence in achieving company goals. Employee engagement is a concept that shows that employees who are in an organization can be fully involved in the organization and have enthusiasm for their work, thus employees will act in a way that is further for the benefit of the organization. The involvement and enthusiasm of employees illustrate the sincerity of employees to complete their tasks (Paluta and Suprpto, 2018).

Park and Gursoy (2012), explained employee engagement is a condition in which employees feel involved with work and will affect employee performance. Employee engagement is an individual's involvement, satisfaction, and enthusiasm for the work he does" (Robbins and Judge, 2015). The results of research conducted by Handoyo and Setiawan (2017) found that employee engagement has a positive and significant effect on employee performance. However, there are research results that find that the employee engagement variable does not have a significant effect on employee performance (Yusuf, et al, 2019). Based on this there is still a gap in research, therefore it is important to review the influence between perceptions of employee engagement and employee performance.

Another factor that must be considered by the organization in maintaining and improving employee performance is job satisfaction. Job satisfaction reflects a person's attitude towards his work. This can be seen in the positive attitude of employees towards work and everything that is encountered in the work environment. Job satisfaction is individual. Each individual has a different level of satisfaction according to the value system that applies to him. According to Mangkunegara (2020), job satisfaction is a feeling that supports or does not support what is experienced by employees at work, employees will feel satisfied at work if the aspects of work and aspects of themselves support them and vice versa if these aspects do not support, the employee will be dissatisfied. Robbins and Judge (2015) explain job satisfaction as a general attitude of an individual toward his work where in that job a person is required to interact with colleagues and superiors, follow organizational rules and policies, and meet performance standards. Furthermore, according to Robbins and Judge, (2015), Employee satisfaction plays an important role in determining organizational success.

The results of research conducted by Rego (2014); and Gunawan and Siagian (2018) found that job satisfaction has a significant positive effect on employee performance. However, the results of research conducted by Pandaleke (2016) and Sutopo (2018) show that job satisfaction has a negative and insignificant effect on employee performance. This shows that there is a gap in this research. It is important to review the influence between job satisfaction and employee performance.

This research was conducted on employees of the Regional Financial and Asset Management Agency of Southeast Sulawesi Province which is located in Kendari City. The Southeast Sulawesi Regional Financial and Asset Management Agency has the task of planning, coordinating, fostering, supervising, and controlling as well as evaluating the asset administration sector, the asset security sector, and the asset valuation sector. In their duties, employees of the Southeast Sulawesi Provincial Financial and Asset Management Agency must work optimally to improve employee performance to achieve organizational goals. Based on temporary observations at the Regional Financial and Asset Management Agency for the Province of Southeast Sulawesi, it appears that employee performance is still not optimal. This shows that there are still regional assets that have not been properly inventoried.

Less than optimal employee performance is due to the employees of the Regional Financial and Asset Management Agency of Southeast Sulawesi Province not having a strong work commitment which

interferes with the smooth running of work such as work plans and works involvement. Organizations still really need to increase organizational support and employee job satisfaction so that employees are more enthusiastic about carrying out work and providing optimal performance. increasing employee competence in the form of education and training and fewer incentives to motivate employees to work.

LITERATURE REVIEW

Perceived Organizational Support

Perceptions of organizational support were first studied by Eisenberger Huntington, Hutchinson, and Sowa in 1986. Perceptions of organizational support developed by Eisenberger were based on views of social exchange theory and the reciprocity norm (Gouldner, 1960 in Putra 2013) explained through the perspective of employee and organizational relations. According to Eisenberger et al (1986), the relationship between employees and their organization is a social exchange relationship where the organization will offer employees good working conditions and rewards, with the hope that employees will show loyalty and better work effort. When employees feel that they have been supported by the organization, a reciprocity norm will appear.

Robbins and Judge (2015) perceived organizational support as a process by which individuals organize and interpret their sensory impressions to give meaning to their environment. According to Ismainar (2018) regarding perceptions of organizational support, it explains that perceptions of organizational support refer to employees' perceptions of the extent to which the organization values their socio-emotional needs such as appreciation, care, and benefits such as salary and health benefits.

Work Engagement

Employee engagement is the employee's attachment to the company or organization. Employee engagement grows because there is a match between employees and the vision and mission of the organization. According to Kahn (1990), describing employee engagement is employees who make use of themselves both physically, cognitively, and emotionally with their job roles. Another opinion according to Macey et al. (2009) describes employee engagement as manifested as energy, involvement, and focused effort toward achieving organizational goals. When employees are engaged, they will have an awareness of their role so that they can give all of their best abilities (Rachman and Dewanto, 2016).

Employee engagement is the employee's emotional commitment to the organization and its goals. This emotional commitment means employees care about their job and the company. They do not work only for salary, or only for promotion, but work on behalf of the goals of the organization (Blessing White, 2011). According to Bakker and Schaufeli, (2006) that employee engagement is characterized by passion (vigor), dedication at work (dedication), and appreciation during work (absorption), these three things are considered a positive outlook on life and thoughts about the unity of work relationships as a result employees High involvement will feel positive and satisfied. Mathis, et al (2014: 157) employee engagement is the extent to which employees' thoughts and behavior are focused on success.

Job Satisfaction

Job satisfaction according to Priansa (2018) is an employee's feelings towards his work, whether he likes/ likes or dislikes/dislikes as a result of employee interaction with his work environment or as a perception of mental attitude, also as a result of an employee's assessment of his work. Employees' feelings towards their work reflect their attitudes and behavior at work. Suparyadi (2015) job satisfaction as a positive attitude based on the evaluation results of what is expected to be obtained through the efforts made in carrying out a job with the results or rewards it receives.

Job satisfaction according to Martoyo (2007) Basically, is an employee's emotional state where there is or is not a meeting point between the value of employee compensation from the company/organization with the level of value of compensation that wins desired by the employee concerned. According to Robbins (2015), job satisfaction is a person's general attitude towards his work, the difference between the amount of income an employee receives and the amount they receive, namely what they should receive. In principle, every

company always expects its employees to work optimally to increase profits and help accelerate the achievement of other organizational goals.

Employee Performance

Performance is a result of work in quality and quantity that is achieved by an employee in carrying out his duties under the responsibilities given to him. Performance is the most important part of work behavior which can be interpreted as the results achieved by a person according to the standards that apply to the work he does. (Afifuddin, 2015). Performance (performance) is the work achieved by someone based on job requirements. (Wake Up, 2012). Performance (work achievement) is the level of task implementation that can be achieved by a person, unit, or division by using existing capabilities and set limits to achieve organizational/company goals. (Joseph, 2015).

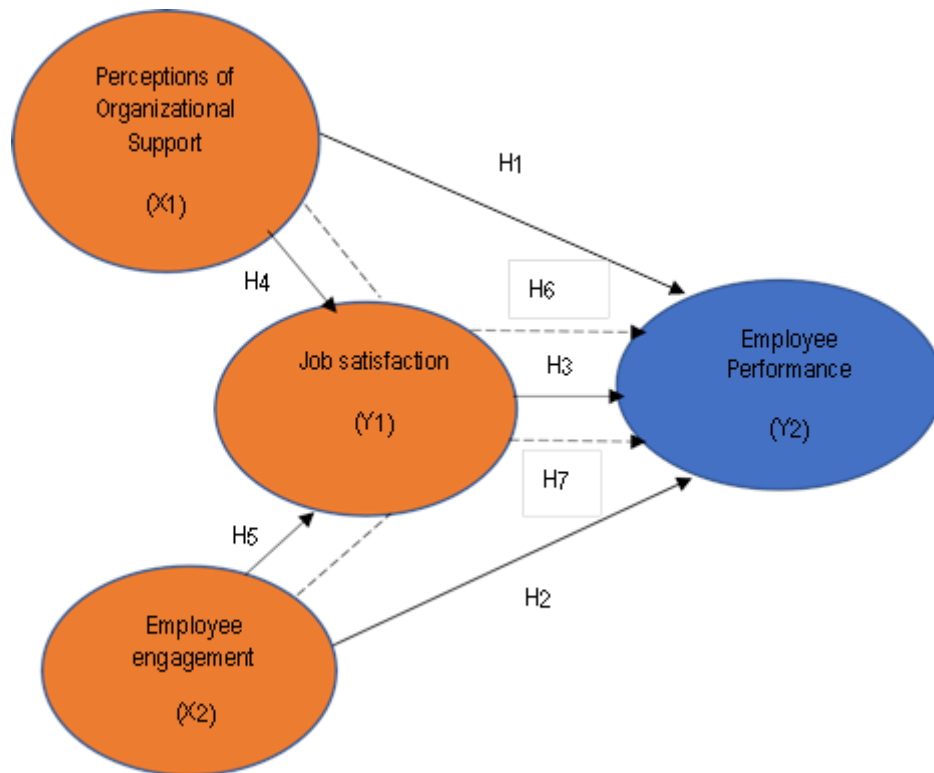
According to Mangkunegara (2015), the notion of performance is the result of work in quality and quantity achieved by an employee in carrying out his duties under the responsibilities given to him. Furthermore, Marwansyah (2016) states that performance is the attainment or achievement of a person concerning to the tasks assigned to him.

Conceptual Framework

The conceptual framework is a line of thought on a relationship between one concept and another to be able to provide an overview and direct assumptions related to the variables to be studied. The framework proposed for this study is based on theoretical results as described in the introduction.

The conceptual framework underlying this research is that perceptions of organizational support, employee engagement, and job satisfaction influence employee performance at the Regional Financial and Asset Management Agency of Southeast Sulawesi Province. This research is based on a theoretical study, namely studying theories that are relevant to the study of this study, this study leads to productive thinking, namely a process of thinking from general to specific. Based on the description above, the conceptual framework in this study can be described as follows:

Figure 1. Research Conceptual Framework



Hypothesis

Based on the problem formulation, literature review, and conceptual framework, the hypotheses in this study are:

1. Perceptions of organizational support have a positive and significant effect on employee performance.
2. Employee engagement positive and significant effect on employee performance.
3. Job satisfaction has an effect positive and significant to employee performance.
4. Perceptions of organizational support have a positive and significant effect on employee job satisfaction.
5. Employee engagement positive and significant effect on job satisfaction.
6. Perceptions of organizational support have a positive and significant effect on employee performance through job satisfaction as a mediating variable.
7. Employee engagement organization has a positive and significant effect on employee performance through job satisfaction as a mediating variable.

RESEARCH METHODS

Research Design

The object of this research is perceptions of organizational support, employee engagement on job satisfaction, and employee performance at the Regional Financial and Asset Management Agency of Southeast Sulawesi Province. Based on the nature of the problem for the objectives to be achieved, explanatory research generally aims to find out and analyze the factors or influences on the variables being measured. According to Azwar (2011), quantitative research is carried out in inferential research to test hypotheses) and relies on the conclusion of the results on a null hypothesis rejection error probability.

Based on the factor analysis that explains this, then a thorough confirmatory factor analysis is carried out to confirm based on the existing theory or concept of the data and the accuracy (validity and reliability) of

the existing research instruments. As for the explanatory research typology, namely the influence of perceptions of organizational support, employee engagement on job satisfaction on employee performance at the Regional Financial and Asset Management Agency of Southeast Sulawesi Province which will explain the cause and effect relationship (causality) between variables through hypothesis testing, for this the nature of the research This is explanatory research.

Population and Sample

In this study, the respondents were all civil servants in the Financial and Asset Management Agency of Southeast Sulawesi Province. The total number of employees in the Southeast Sulawesi Provincial Financial and Asset Management Agency is a total of 86 people.

The sample is a part of the whole and the characteristics possessed by a population. Sugiyono (2018) is part of the number and characteristics possessed by the population. Sampling measurement is a step to determine the size of the sample taken in conducting research. Determining the size of the sample can be done with statistics or based on research estimates. This sampling must be done in such a way as to obtain a sample that can truly describe the actual or representative population (representative). The sampling technique used in this study is the census method or taking all population data.

Data Types and Sources

Data is the initial element that becomes the basis for considering a policy decision. Data is a collection of facts that can be in the form of numbers, symbols, or writing obtained through observing an object. Good data must be reliable, accurate, timely, and cover a broad scope. In this study, data will be collected in certain ways and then processed to produce clear and easy-to-understand information.

Data Type

There are two types of data in general, namely quantitative data and qualitative data which will be explained below, the author focuses more on quantitative data in conducting this analysis.

1. Quantitative data or information is obtained in the form of numbers. In the form of this number, quantitative data can be processed using mathematical formulas or can also be analyzed with statistical systems.
2. Qualitative data is data in the form of words or verbal. How to obtain qualitative data can be done through interviews.

Data Source

In collecting data sources, researchers collect data sources in the form of primary data and secondary data.

1. Primary data, data obtained and collected directly from the object under study, data obtained directly from respondents who were used as samples, such as data from questionnaires to respondents, interview results, and survey results.
2. Secondary Data, data obtained from other existing parties or sources. So the authors do not collect data directly from the object under study but obtained from previous studies and other sources other published data received in finished form, such as charts, graphs, tables, and others.

Method of Collecting Data

According to Sigiyono (2016: 193), data collection techniques are a step that is considered strategic in research because it has the main goal of obtaining data. The data collection method used in this study was to use a questionnaire, carried out by submitting a list of statements to respondents (employees) at the Regional Financial and Asset Management Agency of Southeast Sulawesi Province to obtain the information

needed to answer research problems.

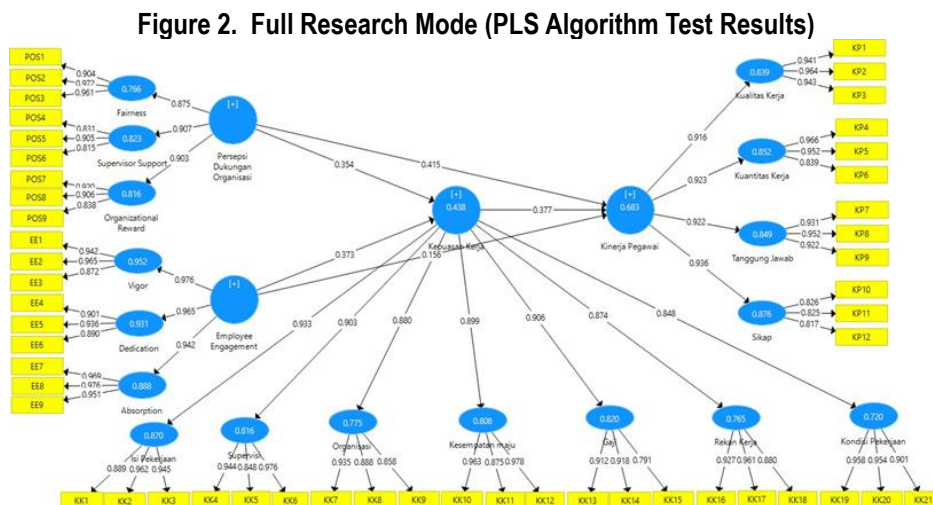
Data analysis method

The number of respondents in this study was 86 people, based on the objectives and hypotheses that had been proposed in the study using the Structural Equation Modeling (SEM) application with the SmartPLS (Partial Least Square) Version M2 program with the SEM statistical method based on variance designed to solve multiple regression when specific problems occur in the data, such as small study sample sizes, missing data, and multicollinearity

RESEARCH RESULT

Evaluation of the Measurement Model (Outer Model)

Testing the measurement model (outer model) in this study was carried out by testing the validity and reliability of each construct.



Validity Test

Testing the validity of this research model is done by analyzing construct validity. Construct validity shows how well the results obtained from the use of a measurement are under the theories used to define a construct. To find out whether each indicator used to measure each latent variable (construct) meets the convergent validity criteria, a test is carried out by looking at the results of the outer loading of each indicator with the provision that the outer loading value of each indicator must be more than 0.6 and the Average Variance Extracted value (AVE) above 0.5 (Ghozali, 2012). However, for research in the early stages of developing a measurement scale, a loading factor value of 0.5 to 0.6 is considered sufficient (Ghozali and Latan, 2015).

To be able to see more clearly the value of the loading factor, the data for the Perception of Organizational Support variable are as follows:

Table 1. Loading Factor Value of Perception of Organizational Support Variable

Variable	Dimensions	Item Code	Loading Factor
Perceptions of Organizational Support	<i>Fairness</i>	POS1	0.904
		POS2	0.972
		POS3	0.961
	<i>Supervisor Support</i>	POS4	0.831
		POS5	0.905
		POS6	0.815
	<i>Organizational Rewards and Job Conditions</i>	POS7	0.920
		POS8	0.906
		POS9	0.838

Source: Research Data Processing Results for 2022

The results of the analysis as listed in table 1 above, shows that the overall loading factor value of the Perception of the Organizational Support variable has a value above 0.5.

Table 2. Employee Engagement Variable Loading Factor Value

Variable	Dimensions	Item Code	Loading Factor
Employee Engagement	<i>Vigor</i>	EE1	0.942
		EE2	0.965
		EE3	0.872
	<i>dedicated</i>	EE4	0.901
		EE5	0.936
		EE6	0.890
	<i>absorption</i>	EE7	0.969
		EE8	0.976
		EE9	0.951

Source: Research Data Processing Results for 2022

The results of the analysis as listed in table 2 above, shows that the overall factor loading value of the employee engagement variable has a value above 0.5.

Table 3. Loading Factor Value of Perceived Job Satisfaction Variable

Variable	Dimensions	Item Code	Loading Factor
	<i>Fill in the work</i>	KK1	0.889
		KK2	0.962
		KK3	0.945
	<i>Supervision</i>	KK4	0.944

Job satisfaction	Organization management and	KK5	0.848
		KK6	0.976
		KK7	0.935
		KK8	0.888
		KK9	0.858
	Opportunity advance to	KK10	0.963
		KK11	0.875
		KK12	0.978
	Wages	KK13	0.912
		KK14	0.918

Variable	Dimensions	Item Code	Loading Factor
	Work colleague	KK15	0.791
		KK16	0.927
		KK17	0.961
		KK18	0.880
	working conditions	KK19	0.958
		KK20	0.954
		KK21	0.901

Source: Research Data Processing Results for 2022

The results of the analysis as listed in table 3 above, shows that the overall loading factor value of the job satisfaction variable has a value above 0.5.

Table 4. Employee Performance Variable Loading Factor Values

Variable	Dimensions	Item Code	Loading Factor
Employee Performance	Work quality	KP1	0.941
		KP2	0.964
		KP3	0.943
	Working quantity	KP4	0.966
		KP5	0.952
		KP6	0.839
	Responsibility	KP7	0.931
		KP8	0.952
		KP9	0.922
	Attitude	KP10	0.826
		KP11	0.825
		KP12	0.817

Source: Research Data Processing Results for 2022

The results of the analysis as listed in table 4 above, shows that the overall loading factor value of the employee performance variable has a value above 0.5.

Reliability Test

Reliability tests were carried out to prove the accuracy, consistency, and precision of the instrument in

measuring constructs (Ghozali and Latan, 2015). The reliability test in PLS can use the composite reliability method. Instrument reliability in this study was measured by two criteria, namely the value of composite reliability and Cronbach's alpha. The use of Cronbach's alpha tends to estimate lower variable reliability than composite reliability, so it is advisable to use composite reliability (Haryono, 2017). Rule of thumb or composite reliability must be greater than 0.7 even though a value of 0.6 is still acceptable (Hair et al. 2008 in Jogiyanto 2011: 72). The following is a table containing the results of the composite reliability analysis.

Table 5. Reliability Test Results

Variable	Cronbach's Alpha	Composite Reability
Perceptions of Organizational Support	0.930	0.941
Employee Engagement	0.969	0.973
Job satisfaction	0.975	0.977
Employee Performance	0.961	0.966

Source: Research Data Processing Results for 2022

The composite reliability value as shown in table 5 above shows that each construct has good reliability, which is above 0.70. Where according to Chin (1998) in Ghozali (2012) a construct is said to have good reliability if the value is above 0.70. Referring to Chin's opinion, the results of the composite reliability of each construct are considered good and can be used in the analysis process because they meet the reliability requirements.

Second Order Testing

To assess the significance of the effect between variables, a bootstrapping procedure was performed. The bootstrap procedure uses all original samples for resampling. In the bootstrap resampling method, the significance value used (two-tailed) t-value is 1.96 significance level = 5). The following table 4.23 is the result of the statistical t test to test the significance of the manifest variable on the dimension latent variable in the second-order calculation.

Table 6. Path Coefficient Second Order

	Original Sample (O)	Sample Means (M)	Standard Deviations(ST DEV)	Q Statistics ((O/STERR))	P Values
Perceptions of Organizational Support -> Employee Performance	0.415	0.433	0.141	2,943	0.004
Employee Engagement -> Employee Performance	0.156	0.155	0.077	2021	0.046
Job satisfaction -> Employee Performance	0.377	0.349	0.116	3,242	0.002
Perceptions of Organizational Support -> Job satisfaction	0.354	0.358	0.123	2,882	0.005
Employee Engagement -> Job Satisfaction	0.373	0.358	0.135	2,764	0.007

Source: Research Data Processing Results for 2022

Based on the results of the path coefficient contained in table 6 above, it shows that all items in the second order are significant to the construct dimensions with a statistical t value > 1.96, and p-value <0.05. Thus, all second-order constructs are declared positively significant to the first-order constructs of the endogenous variables.

R-Square

R-Squares (R is used to measure the predictive power of a structural model. R-Square is used to explain the effect of certain exogenous latent variables on endogenous latent variables and whether they have a substantive effect. Values with terms of 0.75, 0.15, and 0.25 indicate strong, moderate, and weak models (Hair et al.in Ghozali and Latan, 2015: 81) The following is the R-Square value in the construct:

Table. 7. R-Square

	R-Square
Job satisfaction	0.438
Employee Performance	0.683

Source: Research Data Processing Results for 2022

Based on table 7, it is obtained that the variable perceptions of organizational support, employee engagement, and job satisfaction on employee performance variables are 0.683. From this value, it can be concluded that the variable employee performance can be explained by the variable perceived organizational support, employee engagement, and job satisfaction of 68.3% while the rest is influenced by other variables that are not included in this study and need further exploration.

DISCUSSION

The Influence of Perceived Organizational Support on Employee Performance

Based on these results, it shows that the perception of organizational support for the Regional Financial and Asset Management Agency for Southeast Sulawesi Province can be improved through the three indicators of perceived organizational support, especially indicators with very good scores, namely the supervisor support indicator, namely the organization pays attention to employees when employees are successful in carrying out their work. This indicator has a significant influence on building perceptions of organizational support so organizations need to pay attention to this indicator by providing maximum support to their employees, especially employees who excel.

Based on the discussion above, it is known that the indicators of employee performance variables consist of (1) work quality, (2) work quantity, (3) responsibility, and (4) attitude indicators. These four indicators also have an important role in building employee performance, especially the indicator with the highest score, namely the indicator of a very good attitude.

The Effect of Employee Engagement on Employee Performance

Based on these results, it shows that the behavior of employee engagement (work involvement) of employees of the Financial and Asset Management Agency for the Province of Southeast Sulawesi can be improved through the three indicators of employee engagement, especially indicators with very good scores for the absorption indicator with very good scores. This indicator has a significant influence on improving the employee engagement attitude of employees so the organization needs to pay attention to this indicator by providing maximum support to its employees because employees who have a high absorption score tend to find it difficult to detach themselves from their work.

In addition to paying attention to indicators of employee engagement variables, it is also necessary to

pay attention to indicators of employee performance variables consisting of (1) work quality, (2) work quantity, (3) responsibility, and (4) attitude indicators. These four indicators also have an important role in building employee performance, especially the indicator with the highest score, namely the attitude indicator very well.

The Effect of Job Satisfaction on Employee Performance

Based on the results of hypothesis testing shows that job satisfaction has a significant positive effect on employee performance Regional Financial and Asset Management Agency of Southeast Sulawesi Province. So it can be concluded that the third hypothesis, namely the variable job satisfaction has a positive and significant effect on employee performance. This shows that when employee job satisfaction increases, employee performance also increases.

In addition to paying attention to indicators of job satisfaction variables, it is also necessary to pay attention to indicators of employee performance variables consisting of (1) work quality, (2) work quantity, (3) responsibility, and (4) attitude indicators. These four indicators also have an important role in building employee performance, especially the indicator with the highest score, namely the attitude indicator with very good scores.

The Effect of Perceived Organizational Support on Job Satisfaction

Based on the results show that the perception of organizational support has a significant positive effect on employee job satisfaction Regional Financial and Asset Management Agency of Southeast Sulawesi Province. So it can be concluded that the fourth hypothesis, namely the variable perceived organizational support has a positive and significant effect on job satisfaction. This shows that if the perception of organizational support felt by employees is very good, then job satisfaction is getting better too.

Based on the description of the discussion, this shows that if the perception of organizational support felt by employees is very good, then job satisfaction is getting better too. From these findings, it can be concluded that to increase employee job satisfaction, organizations must provide support to their employees so that employees give good ratings to the organization.

The Effect of Employee Engagement on Job Satisfaction

Based on these results indicate that employee engagement has a significant positive effect on employee job satisfaction Regional Financial and Asset Management Agency of Southeast Sulawesi Province. So it can be concluded that the fifth hypothesis, namely the employee engagement variable, has a positive and significant effect on job satisfaction. This shows that when employee engagement increases, the job satisfaction felt by employees will also increase.

Based on the description of the discussion, this explains that the work involvement behavior shown by employees will make employees feel satisfied at work, this is because high work involvement will cause employees to complete their work quickly, the faster employees complete work, the better the results and employees will feel satisfied to these conditions.

Research Limitations

The results of this study have provided several findings, but there are still several things that need to be studied further due to limitations in conducting research, while the limitations in this study are as follows:

1. The research only analyzes the effect of perceptions of organizational support, Employee Engagement on job satisfaction and employee performance so this cannot be generalized that research on other objects will have the same results.
2. The research object is limited to the office of the Regional Financial and Asset Management Agency of Southeast Sulawesi Province, so the results of this study cannot be equated with other Regional Apparatus Organizations (OPD), private companies, State-Owned Enterprises (BUMN) and other regions because the results may differ

CONCLUSIONS AND SUGGESTIONS

Conclusion

Based on the results of the research and discussion that has been stated previously, it can be concluded from research regarding "The Influence of Perceived Organizational Support, Employee Engagement on Job Satisfaction and Employee Performance at the Regional Financial and Asset Management Agency of Southeast Sulawesi Province" drawing the following conclusions:

1. Perceived organizational support has a positive and significant effect on employee performance. The greater the perceived organizational support provided, the more employee performance will increase by paying attention to those who have strong desires, ideas, and characteristics to lead in increasing personal status and prestige, and the more employees are involved, the more employee performance will increase by paying attention to good relations between one work unit with other work units.
2. Employee engagement positive and significant effect on employee performance.
3. Job satisfaction has a positive and significant effect on employee performance.
4. Perceived organizational support has a positive effect on employee job satisfaction,
5. Employee engagement positive and significant effect on job satisfaction.
6. Perceived organizational support has a positive and significant effect on employee performance mediated by job satisfaction
7. The results of hypothesis testing show that employee engagement affects employee performance which is mediated by job satisfaction.

Suggestion

Based on the results of the analysis and research conclusions, the authors can provide suggestions on this occasion as follows:

1. For employees at the Regional Financial and Asset Management Agency of Southeast Sulawesi Province in improving and maintaining their performance by:
 - a. Trying to maintain what is already very good because the perception of organizational support continues to communicate between employees and other employees so that cooperation is created in carrying out work in a better direction.
 - b. Trying to maintain the involvement of employees who are already very good and full of friendship with other employees to create cooperation and mutual need with other employees which creates a sense of cooperation and gets the job done.
 - c. Trying to maintain what is already very good because job satisfaction has given employees rights in the form of salary received on time, payment of salary according to rank and class, and length of service.
 - d. Always trying to improve the quality of work by developing their potential so that they can complete the job well.
2. For management on Southeast Sulawesi Regional Financial and Asset Management Agency to pay attention to the following matters:
 - a. Providing training and self-development as an effort from management perceptions of organizational support in increasing the knowledge, skills, and abilities of employees.
 - b. Creating harmonious social interaction among employees to create work together and need each other with other employees who raise motivation in doing and completing work.
 - c. Providing a sense of justice to all employees by treating employees the same because they do not consider one employee more important than another employee so that employee job satisfaction can increase.
 - d. The need for inherent supervision and firmness from leaders in improving employee performance.
 - e. Creating harmonious social interaction among employees to create work together and need each other with other employees raises the involvement of employees in completing work.
3. Suggestions for further research

- a. The researcher suggests that future researchers research using the latest relevant theories because the research theory is about perceptions of organizational support, employee engagement, job satisfaction, and employee performance may experience changes and developments over time or use the opinions of experts other than the opinions that have been used in this study.
- b. The researcher suggests to the next researcher to do this research in particular in private organizations.

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