International Journal of Accounting and Economics Studies, 12 (6) (2025) 296-303

International Journal of Accounting and Economics Studies

Website: www.sciencepubco.com/index.php/IJAES
https://doi.org/10.14419/9704c942
Research paper

The Effect of Perceived Organization Support and Employee Empowerment on Job Performance through Employee Engagement of The State Civil Apparatus (ASN) in Regional Government of The District and City of East Java Province

Lukman Hakim *

University Of 17 August 1945, Surabaya, Indonesia
**Corresponding author E-mail: lkmh.luck@gmail.com*

Received: July 7, 2025, Accepted: September 27, 2025, Published: October 8, 2025

Abstract

This study examines the impact of Perceived Organizational Support (POS) and Employee Empowerment (EE) on Job Performance through Employee Engagement (EG) among State Civil Apparatus (ASN) in regional governments across East Java Province. The study aims to fill a gap in understanding how these factors contribute to ASN performance in a local government context, where human resources are abundant but productivity remains a significant challenge. The research utilizes a quantitative approach, with data collected from ASN employees across 29 districts and 9 cities in East Java using questionnaires. The results show that both POS and EE have a significant positive effect on Job Performance, indicating that higher organizational support and employee empowerment lead to improved performance. However, Employee Engagement does not directly influence Job Performance, suggesting that engagement alone does not guarantee better performance outcomes. The study further reveals that Employee Engagement mediates the relationship between both POS and EE with Job Performance. Specifically, POS and EE have a positive effect on Employee Engagement, which in turn, enhances Job Performance. These findings underscore the importance of organizational support and employee empowerment in fostering a productive work environment. The results provide practical insights for local government leaders to design human resource management policies that effectively leverage POS and EE to improve ASN performance, thereby contributing to better public service delivery. This research also enriches the academic discourse on human resource management in the public sector, especially within the Indonesian context.

Keywords: *East Java; Employee Empowerment; Employee Engagement; Job Performance; Local Government; Perceived Organizational Support; State Civil Apparatus.*

1. Introduction

In an era of organizational dynamics and demands for rapid change, the performance of the state civil apparatus (ASN) in local government plays a central role in achieving development goals. Development policies and strategies will be achieved if they are carried out together with efforts to improve ASN performance. Investments in organizational support, skills development, empowerment, and supportive involvement can be key steps in achieving performance optimization goals.

Since the issuance of Government Regulation Number 30 of 2019 discussing ASN Performance Assessment, which aims to ensure the objectivity of ASN development based on the achievement system and career system, ASN performance has begun to become a benchmark for evaluating job performance. The assessment is carried out based on performance planning at the individual level and unit or organizational level, taking into account targets, achievements, results, and benefits achieved, as well as ASN behavior (Kartika, 2021).

Previously, stereotypes that developed and spread among the public had given a negative impression to government employees, such as slow and complicated bureaucracy, which could hinder a quick response to change, the inability to adapt to systems and procedures that were difficult to change, as well as the perception of corruption and nepotism, which could damage the image of institutional integrity (Iswanto & Putra, 2023). It is necessary to know the factors that influence organizational performance to encourage civil servant performance so that there is no longer a perception that civil servants are only a burden on the state (Fahmi, 2023).

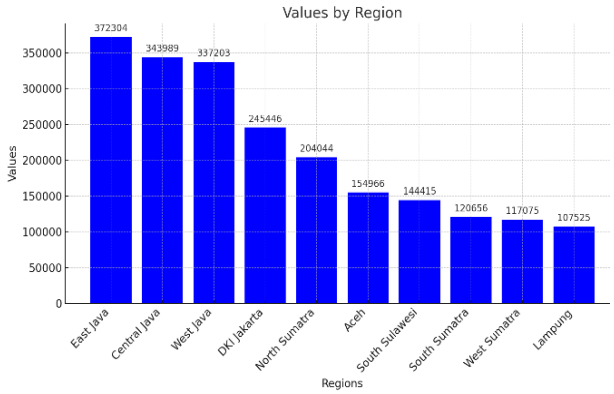
Perceived Organizational Support (POS), Employee Empowerment (EE), and Employee Engagement (EG) are key concepts that are interrelated and can have a significant impact on individual and organizational performance. POS reflects the extent to which ASN feel supported and cared for by the organization where they work. EE involves the level of employee involvement and commitment to their work and organization, while EE involves empowering ASN in decision-making and carrying out daily tasks.

Copyright © Lukman Hakim. This is an open access article distributed under the Creative Commons Attribution License, which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

The City and Regency Governments in East Java Province are government institutions that have a great responsibility in providing public services to the community. The State Civil Apparatus (ASN) who work in the government environment have a very important role in carrying out their duties (Alireza et al., 2019). Therefore, the performance of ASN has a direct impact on the public services provided to the community.

The East Java Province, as the research locus, has the largest number of ASN in Indonesia. Based on data from the Central Statistics Agency in 2022, the number of ASN in East Java Province was 372,304 people, followed by Central Java Province in second place with 343,989 ASN, and West Java Province in third place with 337,203 ASN.

Table 1.1 Average IP Indicators of Regional Government ASN throughout East Java.



The data above shows that East Java has the largest number of ASN Pemda in Indonesia. This is interesting because with the number of ASNs in terms of quantity, it has a lot of human resources, but performance productivity is still one of the main problems. Based on the data, the ASN Professional Index (IP) is at 74.5, and the performance indicator is still at 23,568.

Table 1.1: Average IP Indicators of Regional Government ASN throughout East Java

No.	Aspects / Indicators	Mark
1	Qualification	13,753
2	Competence	32,568
3	Performance	23,514
4	Discipline	4,698
ASN IP throughout East Java		74,533

Source: (East Java Provincial Government, 2023).

The data above shows the average IP of regional government ASN in East Java, with an average IP of 74.533 is in the sufficient category. The ASN professionalism index is a statistical measure that describes the quality of ASN based on educational qualifications, competence, performance, and discipline of ASN employees in carrying out their duties (Iswanto & Putra, 2023). Improving performance in an organization is very important to ensure optimal achievement of goals. By improving performance, organizations can be more effective in utilizing resources, increasing productivity, and providing better services to the community or customers (Abadi et al., 2020). In addition, improving performance also plays a role in creating a dynamic and innovative work environment, which supports sustainable growth and the competitiveness of the organization in the future (Hasani & Churiyah, 2024).

Zhang (2023) stated that job performance is the work results obtained by employees or the real behavior produced by employees in carrying out their roles in the company. Efforts to improve employee performance must be a concern for companies or organizations, including in government, one of which is by continuing to provide training in work behavior and professionalism (Jehanzeb, 2020). Information about employees is an important aspect used as evaluation material to measure the extent to which the performance process that has been carried out by employees is in accordance with the organization's vision (Rosid et al., 2023). Therefore, a deep understanding of how POS, EE, and EG can interact and influence ASN performance in local governments throughout East Java is crucial in supporting the planning and implementation of effective human resource management policies.

Improving ASN performance is an urgent need to ensure quality public services. Several factors have been identified in the literature as factors that can influence ASN performance. In this context, these factors are Perceived Organization Support, Employee Empowerment, and Employee Engagement. Perceived Organization Support reflects the extent to which ASN feel supported by the organization in carrying out their duties. Employee Empowerment refers to the extent to which employees are given the power and authority to make decisions related to their work. Employee Engagement describes the extent to which employees feel emotionally involved and committed to their work.

Based on research conducted by (Nurhuda & Budiman, 2022)It shows that perceived organizational support (POS) has a significant influence on work engagement, especially in the context of evaluation.

Organizational support plays an important role in increasing employee work engagement, especially in dealing with changing dynamics during the COVID-19 pandemic. This is in line with research conducted by (Mohapatra & Sundaray, 2018). This study found that feelings of meaningfulness in work significantly mediate the relationship between POS and work engagement, as well as the relationship between values and work engagement. This shows that POS has an influence on individual HR performance in building an organization.

In addition, research conducted by (Mohapatra & Sundaray, 2018) shows that there is a relationship between empowerment (Employee Empowerment) and employee performance, as well as the potential benefits of empowerment, such as reduced absenteeism, increased loyalty and commitment, increased capabilities, and ethical behavior. This is in line with research from (Sriyono, 2021) which shows that there is a positive and significant influence of job characteristics, empowering leadership, perceived organizational support, and psychological capital on employee engagement. These factors are important for increasing employee engagement in government environments.

In the employee engagement dimension, research conducted by shows a statistically significant relationship between employee engagement and various categories and subcategories of performance. This study also highlights the need for further research on the relationship between employee engagement and financial and non-financial performance, as well as performance at the team and organizational levels. This is also in line with research conducted by with results showing that perceptions of organizational support, organizational justice, and

service leadership have a significant positive impact on employee engagement. In addition, employee engagement also acts as a mediator in the relationship between perceived organizational support and organizational behavior, as well as between service leadership and organizational behavior. This study emphasizes the importance of effective organizational management factors and the achievement of organizational goals.

The feeling of enthusiasm and passion, which characterizes employee engagement, can improve employee performance (Husna & Budiono, 2002). Employee engagement is a condition in which employees feel involved in their work, which ultimately impacts their performance. Several studies, such as those conducted by (Diana & Frianto, 2021) show that employee engagement has a significant positive effect on employee performance.

However, although these factors have been known in the literature, research that focuses on the influence of Perceived Organization Support, Employee Empowerment, and Employee Engagement on ASN Job Performance in City and Regency Governments in East Java Province is still limited. Therefore, this study aims to fill this knowledge gap by investigating the relationship between these factors and ASN performance in local government environments.

This study is expected to provide a deeper understanding of the factors that influence ASN performance in local governments, especially in East Java Province. The results of this study can be a guide for local government leaders in designing human resource management policies and strategies that can improve ASN performance. In addition, this study can also provide insight to researchers and academics regarding the dynamics of organizations and human resource management in the government sector.

2. Methods

This study employs a quantitative approach, grounded in theoretical frameworks, paradigms, expert opinions, and the researchers' understanding shaped by their experiences. These are then developed into research questions and solutions that aim to obtain validation or assessment through empirical data collected in the field. Quantitative research methods are also viewed as methods rooted in positivist philosophy, designed to examine specific populations or samples, with data gathered through various instruments.

2.1. Population

This research was conducted on ASN employees of the local government in East Java, consisting of 29 districts and 9 cities.

2.2. Research sample

A sample is part of a population consisting of several selected members. The sample in this study was part of the East Java regional government ASN employees, taken from the total population. The sample size in this study was calculated using the Slovin formula because, in drawing samples, the number must be representative so that the research results can be generalized and are able to describe the population well.

2.3. Sampling techniques

Sampling from the research population was carried out using the Proportional Random Sampling technique, according to (Sugiyono, 2017) Proportional Random Sampling is a sampling technique that requires a method of taking samples from each sub-population by taking into account the size of the sub-populations.

Once the number of samples in each region is known, the next step is to use proportional cluster random sampling, which is a technique for selecting samples proportionally in each district and city randomly so that the samples taken are sufficiently representative.

2.4. Method of collecting data

The method of data collection in this study uses a research instrument in the form of a questionnaire and produces primary data. This study also requires secondary data, including the company's vision and mission, and the number of employees who work in the local government in East Java.

The mediation analysis in our study examines the relationships between perceived organizational support (POS), employee empowerment, and job performance, with employee engagement acting as the mediator. Specifically, we tested how POS and employee empowerment affect job performance through the mediation of employee engagement in the context of the State Civil Apparatus (ASN) in the Regional Government of East Java.

In the mediation model, we hypothesized that:

1) Perceived Organizational Support (POS) directly influences employee engagement.
2) Employee empowerment directly influences employee engagement.
3) Employee engagement serves as a mediator, enhancing the relationship between POS, empowerment, and job performance.

We have recalculated the mediation analysis to ensure the steps are clearly defined:

Step 1: Direct effects of POS and employee empowerment on employee engagement.

Step 2: Direct effects of employee engagement on job performance.

Step 3: The mediation effect, which shows the indirect effect of POS and employee empowerment on job performance through employee engagement.

3. Result and Discussion

3.1. Variable perceived organizational support

The Perceived Organization Support variable is measured by three indicators, namely Fairness, Supervisor Support, and Organizational Rewards and Conditions. The highest perception of ASN employees in local governments throughout East Java regarding Perceived Organization Support is in the statement "Superiors assess the contribution of members to the organization". This shows that the general view

of the extent to which leaders assess the contribution of ASN employees and care about employee welfare is most dominant in reflecting the support of the local government felt by employees. The attitude of the local government will influence the perception of employees, which then shapes their attitudes and behavior in government. Support from superiors is needed to support the support of the local government, which can be felt by employees.
The lowest perception regarding Perceived Organization Support is in the statement "My work is done independently". This shows that ASN employees are allowed to complete their work independently so that it can have a positive effect on work engagement and employee performance.

3.2. Employee empowerment variable

Employee Empowerment variables are measured by three indicators, namely Sense of Meaning, Sense of Competence, and Sense of Determination. The highest perception of ASN employees of local governments throughout East Java regarding Employee Empowerment is in the statement "My work results have an impact on the organizational system". This shows that employee empowerment can have an impact on employee work results, which has an impact on the government system. Employee empowerment can increase employee productivity, creativity, and motivation. If government management gives more authority to employees in their work, it will make employees feel more appreciated and take responsibility for their work results.
The lowest perception regarding Employee Empowerment is in the statement "The opinion I convey is used as a consideration for making decisions in the department". This shows that the opinions given by ASN employees will be used as a consideration in making decisions in the department based on the problems faced.

3.3. Employee engagement variables

Employee Engagement variables are measured by three indicators, namely Vigor, Dedication, and Absorption. The highest perception of ASN employees of local governments throughout East Java regarding Employee Engagement is in the statement "I can concentrate on my work". This shows that the high focus, concentration, and seriousness of employees in their work can give a positive impact and enthusiasm to their work. Some of the benefits of Employee Engagement include increased productivity, increased employee retention, increased creativity and innovation, improved work culture, reduced staff turnover, and strengthened good working relationships.
The lowest perception of Employee Engagement is in the statement "I find it difficult to detach myself from my work". This shows that high Employee Engagement can make it difficult for employees to detach themselves from their work because they feel immersed in their work. Employees who have high Employee Engagement will show high performance, are willing to use their talents and strengths in their work, and always develop innovation.

3.4. Job performance variable

Job Performance variables are measured by three indicators, namely work quality, work quantity, and punctuality. The highest perception of ASN employees in local governments throughout East Java regarding Job Performance is in the statement "I am disciplined in terms of time for my work". This shows that time discipline in work is most dominant in reflecting the work results achieved in carrying out the tasks assigned to employees. Time discipline in work in local governments throughout East Java is perceived as high, where this is indicated by an attitude of obedience and loyalty to regulations, both written and unwritten. This is needed to help ASN employees direct their energy to their tasks.
productive tasks so that employees tend to work more thoroughly and carefully.
The lowest perception of ASN employees regarding Job Performance is in the statement "I can complete according to the target". This shows that the work achievements obtained by employees in completing tasks are according to the targets given. Work targets can help ASN employees focus on their work and increase motivation. Some ways to achieve work targets are implementing the right strategy, eliminating bad habits at work, starting from small daily targets, being friendly with failure, and managing more effectively and efficiently work time management.

3.5. Discussion of hypothesis test results

Perceived Organization Support Support Significant Impact on Job Performance
The initial hypothesis examines the impact of Perceived Organizational Support on Job Performance. Data analysis reveals that Perceived Organizational Support significantly affects Job Performance, allowing the hypothesis to be accepted. The positive coefficient suggests that as Perceived Organizational Support improves, Job Performance will also enhance.
Perceived Organizational Support (POS) refers to an employee's belief that the organization he or she works for values his or her contributions and cares about his or her well-being (Eisenberger et al., 2020). Employees with high POS believe that their organization will appreciate their extra efforts that support their organization. They believe that their organization will take care of them and show adequate concern for them. Employees perceive their organization as supportive when they find that rewards are fair, when they can take part in decisions, and when employees see their supervisors as supportive.
Perceived organizational support refers to employee' assessment of how much the company values their contribution and cares about their well-being. If employees perceive that the organizational support they receive is high, then employees will feel indebted to the company, and ultimately, employees will give awards for their best performance to the company, so that a good relationship can be created between employees and the company.
These results indicate that the organizational support provided by the local government is considered capable of meeting employee needs, such as appreciating and improving employee welfare through a remuneration system. The remuneration given to employees includes: monthly income, annual income, health care, and income according to certain conditions and times. With high perceived organizational support then employees will have a sense of indebtedness, so that employees will repay it by improving their performance, which is indicated by employees complying with the rules and regulations in the government, employees can achieve targets set by the government, and employees can complete work accurately according to government standards.
This result is in line with previous research by which concluded that POS is positively related to employee attendance, commitment, and performance. Other studies provide strong support for the positive relationship between POS and people's commitment to a company. Company support can reduce employee turnover. (Rhoades & Eisenberger, 2002) who used a sample of employees from various companies

found that company assistance was related to increased job satisfaction. According to Eisenberger et al. (2002). This organizational support is basically something that every employee always expects. If employees feel support from the organization and the support is in accordance with their norms, desires, and expectations, then employees will automatically commit to fulfilling their obligations to the organization. And employees will certainly never leave the organization, because employees already have a strong sense of emotional bond with the organization where they work.

3.6. Employee empowerment significant influence on job performance

The second hypothesis is the influence of Employee Empowerment on Job Performance. The results of data analysis show that Employee Empowerment has a significant effect on Job Performance, so that the research hypothesis can be accepted. The resulting coefficient is positive, which indicates that if Employee Empowerment is getting better, Job Performance will increase. Employee Empowerment is an indicator of the extent of work involvement, which affects many aspects of staff work.

Employee empowerment is a management approach to human resources that fits the characteristics of work and workers in the information technology era, which aims to produce value for customers by utilizing smart technology optimally. empowerment is an effective strategy where an organization uses it to improve the capabilities and responsibilities of its employees, because it is accepted that if an employee is empowered, they will be more efficient in carrying out their duties. Employees who feel empowered are usually those who understand and gain the strength to overcome situations, events, or individuals by using their skills and knowledge (Conger & Kanungo, 1988) in (Hanaysha & Tahir, 2016).

3.7. Employee engagement has no significant impact on job performance

The third hypothesis is the influence of Employee Engagement on Job Performance. The results of data analysis show that Employee Engagement does not have a significant effect on Job Performance, so the research hypothesis cannot be accepted.

Employees feel that they should be able to express their opinions freely. Employees who have high engagement will create a challenging and trustworthy work environment so that they are able to express their ideas without fear and help in innovating the company. This condition will make employees feel empowered properly. Employees feel empowered when they feel that their superiors have an empowering style that increases motivation and attachment to the company, which will ultimately make them more engaged.

Employee engagement brings employees to a state of positive self-fulfillment, thus fostering a sense of belonging, and ultimately, employees will find it difficult to let go of their work (Right Management, 2009; Schaufeli, Salanova, Gonzalez, & Bakker in (Field & Buitendach, 2011). In addition to being able to do their work with great strength or energy, employees with a high level of engagement will also feel proud and totally immersed in their work. Engagement is not just about working hard, being active in work, or having high involvement in work; engagement is the extent to which employees can fully put themselves into work (Bohnert et al., 2019). Employees with high engagement show positive behavior during work, so that whatever they do leads to efforts to achieve company goals and success.

Employee engagement (Bedarkar & Pandita, 2014) It is recognized as an important element in determining the level of effectiveness, innovation, and competitiveness of an organization. (Truss & Gill, 2009) said that employee engagement creates an environment where employees are motivated to always want to be connected to their work, and show concern for doing a good job. The term employee engagement is defined as follows: when employees are in a state of engagement, they use and combine their various levels of emotion and cognition as they transform their work tasks and specific activities into meaningful achievements. Employee engagement includes the energy and passion displayed by employees when working based on their role and status. The dimensions of employee engagement consist of 3 dimensions, namely: (1) Say, which means employees say positive things about the company. The employee's desire to show pride in the company by telling others, (2) Stay, which means employees have a desire to remain working in the company for a long period of time. The employee's desire to remain part of the company, and (3) Strive, namely, employees have the motivation to give their best effort in helping the company succeed. The employee's desire to give their best effort in doing work to increase the company's productivity. Employee engagement can have a positive impact on the company, including employee retention, attendance rates, and employee productivity.

3.8. Perceived organizational support significant impact on employee engagement

The fourth hypothesis examines the impact of Perceived Organizational Support on Employee Engagement. Data analysis indicates that Perceived Organizational Support has a significant effect on Employee Engagement, thus confirming the acceptance of the hypothesis. The positive coefficient suggests that an increase in Perceived Organizational Support will lead to a rise in Employee Engagement.

Perceived Organizational Support refers to how employees evaluate the degree to which the organization values their contributions and cares for their well-being. When employees perceive a high level of organizational support, they tend to incorporate their membership in the organization into their self-identity, fostering more positive relationships and perceptions of the organization. By aligning their identity with the organization, employees feel a sense of belonging and responsibility, leading them to contribute and deliver their best performance for the organization.

According to (Hanaysha & Tahir, 2016) when employees feel support from the organization, their sense of belonging to the organization will increase. This encourages employees to work harder to achieve organizational goals, as indicated by a higher level of employee engagement in every activity within the company. The results of this study are in line with the research (Prawira, 2019) which concluded that Perceived Organizational Support has a significant effect on Employee Engagement.

3.9. Employee empowerment significant impact on employee engagement

The fifth hypothesis explores the impact of Employee Empowerment on Employee Engagement. Data analysis reveals that Employee Empowerment significantly influences Employee Engagement, allowing the hypothesis to be accepted. The positive coefficient indicates that as Employee Empowerment increases, so does Employee Engagement, demonstrating that Employee Empowerment plays a crucial role in fostering Employee Engagement.

This implies that employees feel valued and involved in the government. The findings suggest that when employees feel empowered within a local government, they perceive themselves as being recognized by the local government, leading to a stronger connection with it. To support the implementation of empowerment programs for employees in a government setting, it is essential to create an open environment with mutual trust between superiors and employees, thereby fostering a positive atmosphere for the empowerment process.

3.10. Perceived organizational support (POS) has a significant influence on job performance through employee engagement

The findings of the study indicate that Perceived Organizational Support (POS) has a significant impact on Job Performance, even without considering employee engagement. When employee engagement is included, the effect of POS on Job Performance remains significant. Therefore, employee engagement partially mediates the relationship between POS and Job Performance. As POS improves, employee engagement also increases, which, in turn, enhances the Job Performance of ASN employees in local governments across East Java. These results suggest that employees working in the East Java regional government feel a sense of control over their work and are confident in their abilities to improve their performance to meet organizational goals. This leads to a higher level of commitment among employees, fostering a stronger influence on the local government. Consequently, employees experience increased autonomy, which reinforces their commitment to the organization.

3.11. Based on the results of the study, it shows that without involving employee engagement, perceived

This makes employees fulfill their duties and responsibilities so that their performance will also increase. The existence of good employee perceptions of the East Java regional government will create work engagement that which will affect Job Performance Goals' opinion, performance is real behavior displayed by each person as work achievements produced by employees according to their role in the company. The success of the local government is influenced by the performance of individual employees, so the East Java regional government always tries to manage its human resources. It is important for organizations to know the factors that can influence employee performance, one of which is through the perception of organizational support or perceived organizational support (POS). Perceived Organization Support (POS) or perceived organizational support is the employee's perception of the organization regarding the extent to which the organization values contributions and cares about employee welfare (Rhoades & Eisenberger, 2002).

The East Java regional government will always provide positive forms of support that are beneficial to its employees, such as providing approval, respect, empathy, fair treatment, promotion, salary, the right to express opinions, access to information, and other assistance from the East Java regional government. This form of support and acceptance makes East Java regional government employees feel responsible for contributing to providing their best performance as a reward or recompense for feeling appreciated and cared for by the East Java regional government. The support provided is able to create employee perceptions towards the East Java regional government, which is positive, so that its performance will also increase. (Schaufeli & Bakker, 2004) argues that employees with a high level of POS are more likely to give their best performance. According to (Robbins et al., 2019) POS also produces a response in the form of employee engagement. Employee engagement is an individual's attachment, satisfaction, and enthusiasm for the work they do. Employees who have a strong bond with the company feel comfortable and like the things around them, both with their work environment and the responsibilities of the role they have, so that these employees can improve their work performance for the benefit of the company. Employee engagement is a condition of East Java regional government employees who are persistent and full of positive-affective emotions from employees who are characterized by high levels of pleasure and active employees in the organization, which are apparent in their daily work, such as: (1) the desire of employees to put more effort into their work and remain persistent in the face of difficulties. (2) the existence of a sense of enthusiasm, meaning, value, and challenges that employees have in carrying out their duties, and (3) the ability of employees to concentrate while working so that they do not realize that time has passed.

This employee's performance can support the achievement of the success of the East Java regional government. Employee performance is related to various variables, two of which are the variables Perceived Organization Support (POS) or perception of organizational support, and employee engagement or attachment to the organization. The results of this study support the research conducted by (Hanaysha & Tahir, 2016)Organizational support is very important to improve employee performance. The results of this study also support the opinion of Ariarni and Afrianty (2017), who stated that the better the Perceived Organization Support (POS), the more it can affect employee engagement, and this can improve Job Performance.

3.12. Employee empowerment significant influence on job performance through employee engagement

The study results indicate that Employee Empowerment significantly affects Job Performance, even without considering employee engagement. When employee engagement is included, the effect of Employee Empowerment on Job Performance remains significant. Thus, employee engagement partially mediates the relationship between Employee Empowerment and Job Performance. As Employee Empowerment increases, so does employee engagement, which ultimately improves Job Performance among ASN employees in the East Java regional government. These findings suggest that empowering employees enhances their engagement, leading to better Job Performance in the regional government of East Java.

Empowerment encourages employees to leverage their skills, abilities, and creativity as part of their accountability for their work. It involves collaboration between superiors and employees to achieve clear goals and expectations within agreed-upon limits. Employees become physically, cognitively, and emotionally engaged in their work, which is reflected in their performance. Employee engagement is a driving force that motivates employees to elevate their performance to higher levels. This force manifests as commitment to the organization and its tasks, a sense of ownership of their work, pride, greater effort, and enthusiasm in completing their duties (Endres & Mancheno-Smoak, 2008).

Employee engagement brings employees to a state of positive self-fulfillment, thus fostering a sense of belonging, and ultimately, employees will find it difficult to let go of their work (Field & Buitendach, 2011). In addition to being able to do their work with great strength or energy, employees with a high level of engagement will also feel proud and totally immersed in their work. Engagement is not just about working hard, being active in work, or having high involvement in work; engagement is the extent to which employees can fully put themselves into work (Bohnert et al., 2019).

According to (Endres & Mancheno-Smoak, 2008) to get higher productivity, higher performance, and higher satisfaction, employee engagement is very important. Employee engagement can be achieved positively in combination with Psychological Empowerment to produce higher Job Performance.

3.13. The role of employee engagement mediating

Without involving the Employee Engagement variable, both the Perceived Organization Support and Employee Empowerment variables each have a significant influence on Job Performance. After the Employee Engagement variable is entered into the structural model, the

results show that Perceived Organization Support and Employee Empowerment still have a significant influence on Job Performance, but Employee Engagement has no significant influence on Job Performance. The combination of the results of the direct and indirect influence tests generally shows that Employee Engagement can mediate the influence of Perceived Organization Support and Employee Empowerment on Job Performance.

The intervening variable or mediating variable functions to mediate the relationship between latent variables. The results of testing direct effects and indirect effects based on Figure 6.1 can be explained in the following table:

Table 2: Direct, Indirect, and Total Influence

Influence	Direct effect	Indirect effect	Total effect
Perceived Organization Support - Job Performance	0,560	0,022	0,582
Employee Empowerment - Job Performance	0,323	0,021	0,344
Employee Engagement - Job Performance	0,060	-	0,060
Perceived Organization Support - Employee Engagement	0,368	-	0,368
Employee Empowerment - Employee Engagement	0,348	-	0,348

This table shows that Perceived Organization Support has a greater direct influence on Job Performance. This is indicated by a direct effect of 0.560, while Employee Empowerment and Employee Engagement each have direct effects of 0.323 and 0.060. In addition, Perceived Organization Support also has a greater direct influence on Employee Engagement. This is indicated by a direct effect of 0.368, while Employee Engagement has a direct effect of 0.348.

3.14. Integrating recent global literature

Global studies on organizational behavior and human resource management in public administration have demonstrated the critical role of perceived organizational support (POS), employee empowerment, and engagement in enhancing job performance across various sectors. For instance, in a study by (Robbins et al., 2019)POS was found to have a significant positive effect on job satisfaction, organizational commitment, and performance in both private and public sector employees. Their findings suggest that when employees perceive strong support from their organization, they are more likely to engage deeply with their work, leading to enhanced performance outcomes. This supports our findings in the East Java context, where perceived organizational support directly influenced employee engagement, which in turn improved job performance among ASN.

Similarly, the role of employee empowerment has been explored in global contexts, particularly in the public sector. (Hanaysha & Tahir, 2016) argues that empowerment within government organizations leads to higher job satisfaction and greater organizational commitment, which aligns with the results from our study, where empowerment was shown to significantly enhance engagement and performance among ASN. In line with this, (Eisenberger et al., 2020) highlights that empowerment fosters a sense of autonomy and control, leading employees to take ownership of their work and improve their job outcomes. Our study's findings resonate with these global perspectives, as employee empowerment was found to be a key factor driving engagement and, subsequently, job performance in the East Java regional government.

Furthermore, global research on employee engagement, such as (Prawira, 2019), has consistently shown that engaged employees tend to outperform disengaged ones, leading to improved productivity, organizational loyalty, and better customer service outcomes. This was similarly observed in the East Java ASN context, where employee engagement mediated the relationship between POS, empowerment, and job performance. (Kartika, 2021) also highlights the critical role of engagement as a mediating variable in public sector organizations, which further validates our findings that ASN's engagement plays a crucial role in enhancing job performance through both POS and empowerment.

These global studies provide a broader understanding of the mechanisms at play in public sector organizations. They show that POS and empowerment are not just important motivators in private industry but also in the public sector, especially in the context of civil service like the ASN in East Java. By integrating these global perspectives, we can see that the East Java context mirrors broader international trends in terms of the positive impact of support and empowerment on employee performance through engagement.

Incorporating these findings from international research not only contextualizes our results within the global discourse but also affirms the applicability of these organizational dynamics in the public administration setting of East Java. The relationship between perceived organizational support, empowerment, employee engagement, and job performance is well-established in the global literature and is similarly evident in our study, emphasizing the universal relevance of these factors in fostering a high-performance public service workforce.

3.15. Policy discussion with local cultural considerations

Policies aimed at improving the performance of ASN in the Regional Government of East Java Province need to consider the strong local culture, particularly the values of Javanese culture, such as respect, collectivism, and social recognition. In this context, employee empowerment and perceived organizational support should be tailored to the existing social norms, where ASN value social recognition and acknowledgment from supervisors and colleagues more than material rewards. Therefore, policies that encourage leaders to become more involved in providing emotional and social support to ASN, as well as offering recognition-based rewards, will be more effective in enhancing ASN engagement and performance. This culture-based approach, which maintains a balance between individual autonomy and respect for hierarchical structures, will create a harmonious and productive work environment, supporting more inclusive empowerment, and ultimately contributing to the improvement of the local government organization's performance.

4. Conclusion

This study analyzes the impact of Perceived Organizational Support (POS) and Employee Empowerment on Employee Engagement and Job Performance among ASN employees in local governments across East Java. The key findings are:

1) Perceived Organizational Support (POS) positively and significantly impacts Job Performance, indicating that higher POS leads to better performance as employees feel valued and supported by the organization.
2) Employee Empowerment significantly improves Job Performance, with employees who are given more authority and responsibility performing better in their tasks.
3) Employee Engagement does not directly affect Job Performance, showing that while employees may feel emotionally attached to their work, it does not necessarily translate to higher performance.

4) POS also positively affects Employee Engagement, meaning that when employees feel supported, their engagement levels rise.
5) Employee Empowerment positively influences Employee Engagement, with greater empowerment leading to higher levels of employee involvement and commitment.
6) POS indirectly enhances Job Performance through Employee Engagement, meaning that employee engagement fully mediates the effect of POS on Job Performance.
7) Employee Empowerment similarly improves Job Performance through Employee Engagement, as engagement fully mediates the impact of empowerment on performance.

References

[1] Abadi, R. R., Nursyamsi, I., & Syamsuddin, A. R. (2020). Effect of quality of work-life and employee engagement on job satisfaction and employee performances at PT. *Indofood CBP Sukses Makmur, Tbk. Global Scientific Journal*, *8*(8), 2527–2539.

[2] Alireza, D., Babaei, M. A., & Maryam, A. (2019). Good governance and anti-corruption based on patterns of ombudsman management. *Вопросы Государственного и Муниципального Управления*, *6*, 41–60. https://doi.org/10.17323/1999-5431-2019-0-6-41-60.

[3] Bedarkar, M., & Pandita, D. (2014). A study on the drivers of employee engagement impacting employee performance. *Procedia-Social and Behavioral Sciences*, *133*, 106–115. https://doi.org/10.1016/j.sbspro.2014.04.174.

[4] Bohnert, A., Fritzsche, A., & Gregor, S. (2019). Digital agendas in the insurance industry: the importance of comprehensive approaches. *The Geneva Papers on Risk and Insurance-Issues and Practice*, *44*, 1–19. https://doi.org/10.1057/s41288-018-0109-0.

[5] Diana, S., & Frianto, A. (2021). Pengaruh Perceived Organizational Support dan Employee Engagement terhadap Kinerja Karyawan. *Jurnal Ilmu Manajemen*, *9*(3), 1205–1213. https://doi.org/10.26740/jim.v9n3.p1205-1213.

[6] Eisenberger, R., Rhoades Shanock, L., & Wen, X. (2020). Perceived organizational support: Why caring about employees counts. *Annual Review of Organizational Psychology and Organizational Behavior*, *7*(1), 101–124. https://doi.org/10.1146/annurev-orgpsych-012119-044917.

[7] Endres, G. M., & Mancheno-Smoak, L. (2008). The Human Resource Craze: Human Performance Improvement and Employee Engagement. *Organization Development Journal*, *26*(1).

[8] Fahmi, M. H. (2023). *Pengaruh Employee Engagement Melalui Religiosity Terhadap Job Satisfaction dan Employee Performance Aparatur Sipil Negara Kabupaten Batang*. Universitas Islam Sultan Agung (Indonesia).

[9] Field, L. K., & Buitendach, J. H. (2011). Happiness, work engagement and organisational commitment of support staff at a tertiary education institution in South Africa. *SA Journal of Industrial Psychology*, *37*(1), 1–10. https://doi.org/10.4102/sajip.v37i1.946.

[10] Hanaysha, J., & Tahir, P. R. (2016). Examining the effects of employee empowerment, teamwork, and employee training on job satisfaction. *Procedia-Social and Behavioral Sciences*, *219*, 272–282. https://doi.org/10.1016/j.sbspro.2016.05.016.

[11] Hasani, S., & Churiyah, M. (2024). The importance employee engagement in mediating perceived organizational support on job performance. *Nusantara Economics and Entrepreneurships Journals*, 24–39. https://doi.org/10.59971/necent.v2i1.28.

[12] Husna, R. A., & Budiono, B. (2002). Pengaruh Perceived Organizational Support Dan Work Environment Terhadap Employee Performance Melalui Employee Engagement. *Jurnal Ilmu Manajemen*, 648–662. https://doi.org/10.26740/jim.v10n2.p648-662.

[13] Iswanto, D., & Putra, R. A. (2023). Evaluation of Bureaucratic Reforms in Realizing World Class Government in Tuban. *Spirit Publik: Jurnal Administrasi Publik*, *18*(2), 139–156. https://doi.org/10.20961/sp.v18i2.72811.

[14] Jehanzeb, K. (2020). Does perceived organizational support and employee development influence organizational citizenship behavior? Person–organization fit as moderator. *European Journal of Training and Development*, *44*(6/7), 637–657. https://doi.org/10.1108/EJTD-02-2020-0032.

[15] Kartika, R. S. (2021). Kinerja ASN Dalam Menghadapi Refocusing Anggaran Di Masa Pandemi Covid-19. *Jurnal Administrasi Dan Kebijakan Publik*, *6*(1), 20–41. https://doi.org/10.25077/jakp.6.1.20-41.2021.

[16] Mohapatra, I., & Sundaray, B. K. (2018). Impact of employee empowerment on employee performance. *International Journal of Advanced Technology & Engineering Research (IJATER)*, *1*, 98–102.

[17] Motyka, B. (2018). Employee engagement and performance: a systematic literature review. *International Journal of Management and Economics*, *54*(3), 227–244. https://doi.org/10.2478/ijme-2018-0018.

[18] Nurhuda, R., & Budiman, A. (2022). Pengaruh Perceived Organizational Support terhadap Work Engagement Guru Sekolah Dasar Swasta X. *Bandung Conference Series: Psychology Science*, *2*(3), 674–681. https://doi.org/10.29313/bcsps.v2i3.2875.

[19] Prawira, J. (2019). Pengaruh Perceived Organizational Support Terhadap Employee Performance Melalui Employee Engagement CV Sumo Surya Perkasa Di Lombok. *Agora*, *7*(1), 287304.

[20] Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: a review of the literature. *Journal of Applied Psychology*, *87*(4), 698. https://doi.org/10.1037/0021-9010.87.4.698.

[21] Robbins, S. P., Judge, T. A., & Vohra, N. (2019). *Organizational behaviour by pearson 18e*. Pearson Education India.

[22] Rosid, A., Muzdalifah, L., & Qurratu'aini, N. I. (2023). The Influence of Perceived Organizational Support, Employee Enggagement and Work Motivation on Employee Performance. *GREENOMIKA*, *5*(2), 198–205. https://doi.org/10.55732/unu.gnk.2023.05.2.10.

[23] Schaufeli, W. B., & Bakker, A. B. (2004). Job demands, job resources, and their relationship with burnout and engagement: A multi-sample study. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, *25*(3), 293–315. https://doi.org/10.1002/job.248.

[24] Sriyono, B. (2021). The Influence of Job Characteristics, Empowering Leadership, Perceived Organizational Support, and Psychological Capital on Employee Engagement in Service Type A, West Pasaman District Government. *Seventh Padang International Conference On Economics Education, Economics, Business and Management, Accounting and Entrepreneurship (PICEEBA 2021)*, 348–354.

[25] Sugiyono. (2017). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D* (25th ed.).

[26] Truss, C., & Gill, J. (2009). Managing the HR function: the role of social capital. *Personnel Review*, *38*(6), 674–695. https://doi.org/10.1108/00483480910992274.