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The Effect of Perceived Organizational Support, Work Motivation, and Competence on Employee Performance Mediated by Employee Engagement

Dian Fetriah[1], Anik Herminingsih[2]
[1] Universitas Mercu Buana, Jakarta, Indonesia, dian.fetriah@gmail.com
[2] Universitas Mercu Buana, Jakarta, Indonesia, anik_herminingsih@mercubuana.ac.id

Corresponding Author: dian.fetriah@gmail.com

Abstract: This study aims to analyze the effect of perceived organizational support, work motivation, and competence that can affect the performance of Spatial Planning Functional, both directly and mediated by employee engagement. The type of research is explanatory causality research. The quantitative method used is a proportionate stratified random sampling of 194 Spatial Planning Functional, data analysis method using SEM PLS with SmartPLS 3.2.9 software. The results of this study show that (1) perceived organizational support has a negative and insignificant effect on employee performance, (2) perceived organizational support has a positive and significant effect on employee engagement, (3) work motivation has a positive and significant influence on employee performance, (4) work motivation has a positive and significant influence on employee engagement, (5) competence has a positive and significant influence on employee performance, (6) competence has a positive and significant influence on employee engagement, (7) employee engagement mediates the effect of perceived organizational support on employee performance, (8) employee engagement mediates the effect of perceived organizational support on work motivation, (9) employee engagement mediates the effect of perceived organizational support on competence and (10) employee engagement has a positive and significant effect on employee performance.

Keyword: Perceived Organizational Support, Work Motivation, Competence, Employee Engagement, Employee Performance.

INTRODUCTION

One development element supporting the ease of investment is the existence of Rencana Detail Tata Ruang (RDTR). RDTR is an investment entrance that triggers increased business and job opportunities in the regions. Region with RDTR will accelerate the issuance of confirmation of suitability of space utilization activities. To compile RDTR, qualified human resources and professionals in their fields are needed. The preparation of RDTR is an obligation of the government's regional apparatus organization in the field of spatial planning.

The work on this RDTR is the task of civil servants, one of which is Spatial Planning Functional.

The number of active Spatial Planning Functional in the central level is only 15% of the total 390 people, while the regional level is 82% per March 2023. Based on position level, this number is dominated by the First Expert level of 308 people, the Junior Expert level of 74 people, Middle Experts of 4 people, and Senior Experts of 4 people.

Performance appraisal for Spatial Planning Functional is carried out through 2 (two) instruments: Annual Performance Appraisal and credit score assessment. Data shows that the number of Spatial Planning Functional who submit credit score assessment proposals each year is less than the number existing in that year. In 2018, the number of submissions was only 10% of the existing ones. This number increased in 2020 to 74% but declined again in 2021. From the achievement of credit figures, it is also still found that Spatial Planning Functional cannot meet the minimum credit score target required. The data shows the results of determining the credit score throughout 2022 from 113 people who submitted an assessment; only 62.83% met the minimum credit score target required.

Before conducting the research, the author interviewed 3 resource persons. The first interview was conducted with the Secretary of the Directorate General of Spatial Planning; the results of the interview obtained information that there are still many Spatial Planning Functional who do not know about career opportunities in this position; this information is supported by data on the number of Spatial Planning Functional appointed from the position transfer mechanism. From many options, he identified that many user agencies still need to be able to provide career certainty and opportunities for existing Spatial Planning Functional. Data also shows that there are still employees with a class of more than 4 years in their last rank. This situation may be due to the need for more organization roles to assist the concerned in administrative matters concerning competency development and job enrichment. Supporting regulations still need to be more conducive because Spatial Planning Functional still complains about the items of activity and credit figures set.

The results of the interview with the second resource person, who is one of the Administrator Officers concurrently as a member of the Credit Score assessment team and also collaborates with Spatial Planning Functional, it was obtained that there are still frequent seniority conditions in terms of carrying out work in the office. Seniors who do not share their knowledge with their juniors are worried that they will lose their ability. Another condition where Spatial Planning Functional, who works with non-civil servants/contract employees, tend to use them to compile activity reports. This interviewee's statement points to the problem of motivation and organizational support.

The author interviewed the Head of the Civil Service Subdivision, and it is known that there are problems related to the performance of the Spatial Planner's credit score. Another problem is the effect of unable achieving credit scores is delayed promotion, which is the effect of the incomprehension of Spatial Planning Functional on applicable regulations, uneven dissemination of information, lack of motivation to carry out professional development, and lack of organizational support in terms of mentoring and coaching. Problems that occur include the achievement of the credit score assessment proposal and the level of fulfillment of the obligation to submit the routine credit score assessment proposal every year.

This study aims to investigate and analyze the factors that can influence the performance of employees, specifically Spatial Planning Functional, and provide insights to management to ensure high performance and resilience in the face of challenges. Based on performance theories, secondary data, and preliminary interviews, attitude issues were identified as a lack of organizational support perception, work motivation, competence and employee engagement. These four factors are presumed to affect employee performance. The limitation of the problem in this study focuses on the performance and attachment of the

Spatial Planning Functional to the position assigned to him. This problem is seen from the point of view of the suitability of roles, employee attitudes and behavior, and organizational behavior within the scope of user agencies.

Furthermore, based on the description above and the research gap identified from previous studies, the research questions are formulated as follows: (1) Does perceived organizational support impact employee performance? (2) Does perceived organizational support impact employee engagement? (3) Does work motivation impact employee performance? (4) Does work motivation impact employee engagement? (5) Does competence impact employee performance? (6) Does competence impact employee engagement? (7) Does perceived organizational support impact employee performance through employee engagement as a mediating variable? (8) Does work motivation impact employee performance through employee engagement as a mediating variable? (9) Does competence impact employee performance through employee engagement as a mediating variable? (10) Does employee engagement impact employee performance?

METHOD

Research Design and Operational Variables

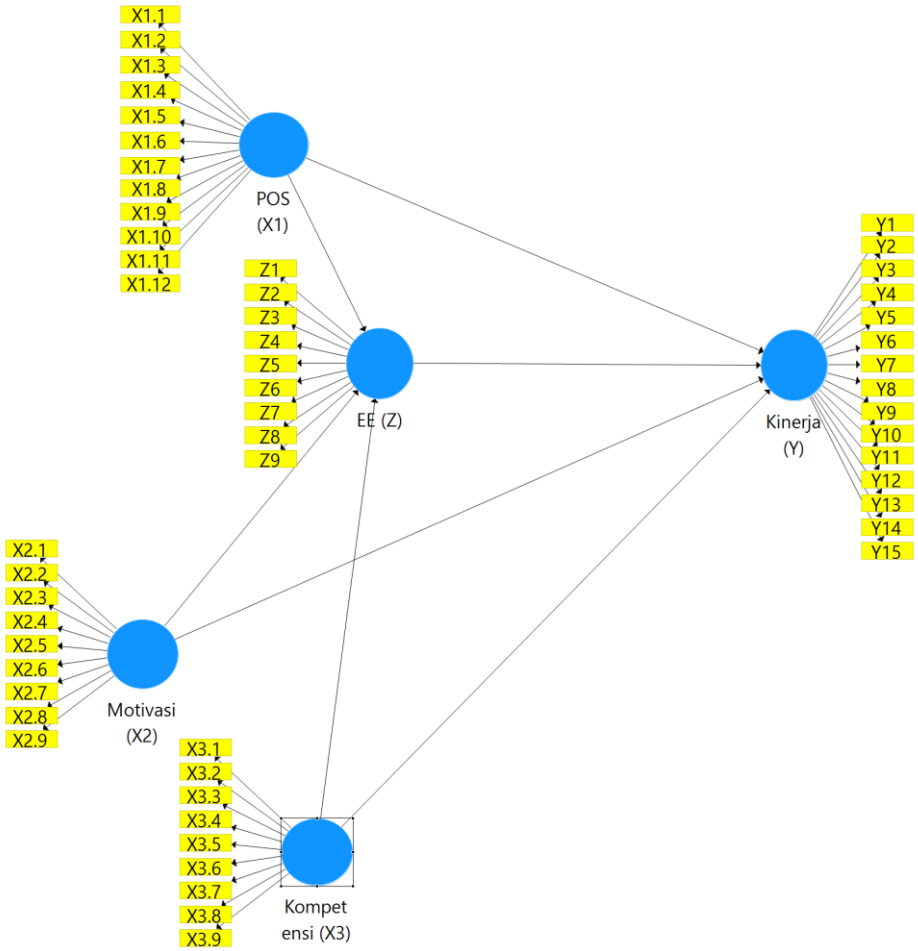
This quantitative study employs a causal approach to test hypotheses regarding the impact of several independent variables on a dependent variable, both with and without mediating variables. The operational variable for employee performance, the dependent variable, utilizes 15 indicators developed from five dimensions proposed by Sedarmayanti (2011): quality, speed, initiative, ability, and communication. The operational variable for perceived organizational support, the independent variable, employs 13 indicators developed from three dimensions proposed by Rhoades and Eisenberger (2002): justice, supervisor support, organizational rewards, and work environment. The operational variable for work motivation employs 8 indicators developed from three dimensions proposed by Mc Clelland: need for achievement, affiliation, and power. The operational variable for competence employs 14 indicators from three dimensions proposed by Mathis and Jackson (2001): knowledge, skill, and ability. Lastly, the operational variable for employee engagement employs 9 indicators developed from three dimensions proposed by Schaufeli and Baker (2010): vigor, dedication, and absorption.

Population, Sample, and Data Collection

The population for this study consists of 390 Spatial Planning Functional, who work in various ministries and regional spatial planning agencies across Indonesia. A sample of 194 respondents was determined using the calculation formula by Isaac and Michael (Sugiyono, 2019) and conducted using the stratified random sampling technique, with respondents stratified based on position level. Primary data was collected through an online questionnaire on April - May 2023. Each question in the questionnaire utilized a Likert scale ranging from 1 to 5, with the following interpretations: "1" meaning strongly disagree, "2" meaning disagree, "3" meaning unsure, "4" meaning agree, and "5" meaning strongly agree.

Data Analysis Method

The primary data analysis in this study utilizes Structural Equation Modeling (SEM) with instrument testing conducted using the Partial Least Squares (PLS) method, facilitated by SmartPLS software version 3.2.9. The analysis process includes testing the measurement model (outer model) and the structural model (inner model) conducted on the structural equation model, as shown in Figure 1.



Source: Research data (2023)

Figure 1. Structural Equation Model of This Research

RESULTS AND DISCUSSION

Results

Performance is often defined in the form of measurable outputs or goal achievements. Performance is not just a matter of what people achieve but how they achieve it (Armstrong, 2016). According to Adamy (2016), performance is a process carried out by organizations to assess or evaluate employees' success in carrying out duties and obligations in a certain period. Individual performance against a given task must be measured and compared with applicable standards, and the results are communicated to the individual periodically so that his performance can improve (Mathis et al., 2016). According to Mathis et al. (2016), 3 (three) factors affect individual performance, including (1) the ability of individuals to carry out work, (2) the effort expended; and (3) organizational support.

Perceived Organizational Support (POS) can be defined as employees' perceptions of the extent to which the organization supports employees and the extent to which the organization is ready to assist when needed. In other words, perceptions of organizational support refer to employees' perceptions of the extent to which organizations value their contributions and care about their well-being (Rhoades and Eisenberger, 2002). Perceived organizational support meets socioemotional needs, provides assurance that help will be available when needed, and demonstrates the organization's readiness to reciprocate performance. Organizational support can be seen as a feeling of pride toward employees, paying employees fairly, and meeting their needs.

Perceived Organizational Support can also be viewed as an organization's commitment to employees. If the organization generally values employee dedication and loyalty as a form

of employee commitment to the organization, then employees pay attention to how committed the organization has to them. Awards given by the organization can be considered to provide employee benefits, such as feeling accepted and recognized, getting salaries and promotions, getting various access to information, and several other forms of assistance needed by employees to carry out their jobs effectively.

Perceived organization support is the degree to which employees trust that the organization values their contributions and cares about their well-being. Organizational support can be seen as a feeling of pride towards employees, paying employees fairly and meeting their needs (Robbins and Judge, 2017).

Dessler (2014) conveyed, competence is human behaviour that embodies performance that can be observed and measured. Mathis et al., (2016) explain that competencies are individual abilities attributed to improved performance by individuals or teams. The concept of competence varies significantly from organization to organization due to the different types of work that can be done.

Organizations can excel if the people who work in them can make maximum contributions following their duties and abilities. The right competence is a factor that determines the excellence of achievement that can be owned by the organization, consisting of strong core competencies and its core business.

Motivation is the desire within a person that causes the individual to act. People usually work for several reasons but are often attached to goals set by themselves or others around them. Thus, motivation is a directed drive, and the process rarely occurs in the void Mathis et al., (2016).

Sedarmayanti (2007) states that motivation is the willingness to expend a high level of effort towards organizational goals conditioned by the ability of those efforts to meet individual needs. Maslow's theory of motivation states the basic levels of human beings as a) basic physiological needs, b) safety and security, c) love, d) appreciation, and e) self-actualization.

Since 2000 the term Employee Engagement began to be widely accepted among academics and taken into account among human resource practitioners. An engaged worker will be committed to goals, use all his abilities to complete tasks, maintain his behavior while working, ensure that he has completed tasks well by goals, and are willing to take corrective steps or evaluation if necessary (Marciano, 2010). Employee engagement has several advantages: increasing productivity, increasing profits, increasing efficiency, reducing turnover, reducing absenteeism, reducing fraud, increasing customer satisfaction, reducing work accidents, and minimizing employee complaints (Marciano, 2010).

Based on an in-depth review of the literature and supplemented with empirical studies that have shown contradictions in the relationships between variables, the following hypotheses for this study are:

Hypotheses 1 (H_1): Perceived organizational support positively and significantly impacts employee performance.

Hypotheses 2 (H_2): Perceived organizational support positively and significantly impacts employee engagement

Hypotheses 3 (H_3): Work motivation positively and significantly impacts employee performance

Hypotheses 4 (H_4): Work motivation positively and significantly impacts employee engagement

Hypotheses 6 (H_5): H5: Competence positively and significantly impacts employee performance

Hypotheses 6 (H_6): H6: competence positively and significantly impacts employee engagement

Hypotheses 7 (H_7): H7: perceived organizational support positively and significantly impacts employee performance through employee engagement as a mediating variable.

Hypotheses 8 (H_8): Wok motivation significantly impacts employee performance through employee engagement as a mediating variable.

Hypotheses 9 (H_9): Competence positively and significantly impacts employee performance through employee engagement as a mediating variable.

Hypotheses 10 (H_{10}): Employee engagement has a significant positive impact on employee performance.

Respondent Profile

Respondents in this study amounted to 194 Spatial Planning Functional from various Ministries and Regional Spatial Planning Agency in Indonesia, consisting of 47% males and 53% females. Based on the position level, respondents were 78% Junior Expert level, 20% First Expert level, 1% Middle Experts, and 1% Senior Experts. Regarding education, most have a bachelor's degree with 725, a master's degree with 27% and a postgraduate degree with 1%.

Outer Model Testing

The measurement model (outer model) was tested using questionnaire items that directly represent the latent variables to ensure validity and reliability. In the first validity testing, which involved analyzing the outer loading values and average variance extracted (AVE), it was found that several manifest variables in the work motivation, competence, and employee engagement construct had outer loading values below 0.5. On the Fornell Lacker Criterion test result, there is data on the correlation of the competency variable on performance, whose value is higher than the AVE root value. An examination of the correlation between items is carried out, and it is found that the average correlation is higher than the average correlation value in variable X3.9. After removing these variables, the constructed value is below the AVE root value. The summarized results of the outer model testing for the remaining questionnaire items are presented in Table 1 as follows:

Table 1. Convergent Validity Testing Results

Latent Variables	Manifest Variables	Convergent Validity		Discriminant Validity				
		Outer Loading	Average Variance	Cross Loading				
				X1	X2	X3	Z	Y
Perceived Organizational Support (X1)	X1.1	0.884	0,693	0,884	0,479	0,288	0,471	0,399
	X1.2	0.880		0,821	0,474	0,246	0,339	0,264
	X1.3	0.698		0,815	0,431	0,250	0,397	0,293
	X1.4	0.874		0,808	0,418	0,263	0,399	0,331
	X1.5	0.863		0,880	0,477	0,249	0,453	0,334
	X1.6	0.864		0,698	0,471	0,308	0,405	0,358
	X1.7	0.895		0,874	0,467	0,233	0,447	0,355
	X1.8	0.864		0,863	0,445	0,196	0,382	0,264
	X1.9	0.748		0,817	0,460	0,244	0,412	0,327
	X1.10	0.821		0,895	0,490	0,264	0,464	0,338
	X1.11	0.815		0,864	0,470	0,276	0,472	0,353
	X1.12	0.808		0,748	0,453	0,301	0,478	0,369
Work Motivation (X2)	X2.2	0.671	0,520	0,272	0,671	0,594	0,511	0,586
	X2.4	0.593		0,410	0,593	0,196	0,319	0,311
	X2.5	0.749		0,364	0,749	0,287	0,415	0,388
	X2.6	0.774		0,417	0,774	0,396	0,485	0,457
	X2.7	0.765		0,441	0,765	0,489	0,553	0,540
	X2.8	0.754		0,505	0,754	0,573	0,578	0,570
Competence (X3)	X3.1	0.829	0,632	0,200	0,442	0,829	0,479	0,604
	X3.2	0.841		0,322	0,561	0,841	0,619	0,672
	X3.3	0.782		0,278	0,503	0,782	0,552	0,640
	X3.4	0.850		0,166	0,473	0,850	0,511	0,559

	X3.5	0.856		0,244	0,401	0,856	0,488	0,618
	X3.6	0.699		0,078	0,319	0,699	0,377	0,449
	X3.7	0.777		0,328	0,569	0,777	0,679	0,649
	X3.9	0,711		0,295	0,581	0,711	0,600	0,741
Employee Engagement (Z)	Z1	0.791	0,707	0,598	0,636	0,508	0,833	0,681
	Z3	0.810		0,307	0,540	0,664	0,809	0,704
	Z4	0.848		0,404	0,625	0,599	0,848	0,669
	Z6	0.826		0,431	0,503	0,578	0,826	0,607
	Z7	0.858		0,459	0,537	0,546	0,858	0,631
	Z9	0.868		0,413	0,580	0,596	0,868	0,707
Employee Performance (Y)	Y1	0.791	0,693	0,286	0,534	0,594	0,625	0,791
	Y2	0.810		0,315	0,573	0,664	0,633	0,810
	Y3	0.838		0,290	0,588	0,658	0,670	0,838
	Y4	0.819		0,254	0,536	0,613	0,622	0,819
	Y5	0.828		0,289	0,467	0,623	0,661	0,828
	Y6	0.741		0,257	0,479	0,530	0,590	0,741
	Y7	0.805		0,367	0,511	0,640	0,681	0,805
	Y8	0.855		0,378	0,564	0,639	0,670	0,855
	Y9	0.622		0,308	0,455	0,480	0,548	0,622
	Y10	0.820		0,293	0,532	0,742	0,656	0,820
	Y11	0.809		0,277	0,497	0,730	0,629	0,809
	Y12	0.900		0,350	0,608	0,719	0,713	0,900
	Y13	0.730		0,364	0,602	0,562	0,589	0,730
	Y14	0.762		0,455	0,599	0,571	0,580	0,762
	Y15	0.796		0,360	0,606	0,624	0,619	0,796

Source: Data analysis results obtained using SmartPLS 3.2.9. (2023)

Table 2. Summary of Reliability Testing Results

Latent Variables	Cronbach's Alpha	Composite Reliability
Perceived Organizational Support (X1)	0,959	0,964
Work Motivation (X2)	0,816	0,866
Competence (X3)	0,916	0,932
Employee Engagement (Z)	0,917	0,935
Employee Performance (Y)	0,958	0,963

Source: Data analysis results obtained using SmartPLS 3.2.9. (2023)

Based on the results of the second stage of convergent validity testing, as shown in Table 1, the outer loading values of all manifest variables have greater than 0.5, and all latent variables have AVE values greater than 0.5, thus meeting the criteria for convergent validity. Regarding discriminant validity testing, the cross-loading values of manifest variables for each corresponding latent variable are higher than those of other latent variables, indicating satisfactory discriminant validity. As shown in Table 1 and Table 2, reliability testing reveals that both composite reliability and Cronbach's alpha values for all latent variables exceed 0.7. Therefore, the measurement model can be deemed valid and reliable.

Inner Model Testing

Structural model testing consists of model fit assessment and hypothesis testing. Model fit assessment involves several calculations to determine the model's fit, such as coefficient of determination (R-square), F-square or effect size, Q-square predictive relevance, and standardized root mean square residual (SRMR). Hypothesis testing, on the other hand, is conducted to test both direct and indirect effects using path coefficients, t-statistics, and p-values through the bootstrapping procedure. Based on the hypothesis testing results, the hypothesis will be accepted if a path coefficient is greater than zero, the t-statistic is greater than 1.96, and the p-value is less than 0.05. Conversely, if the results indicate otherwise, the hypothesis is rejected. The complete results of the model fit assessment are presented in Table 3, while the results of the hypothesis testing are shown in Table 4.

Table 3. Summary of Model Fit Assessment Results

Latent Variables	R-Square Adjusted	F-Square		Q-Square Predictive Relevance	Standardized Root Mean Square Residual
		Z	Y		
Perceived Organizational Support (X1)		0,088	0,002	-	0,078
Work Motivation (X2)		0,094	0,045	-	
Competence (X3)		0,325	0,318	-	
Employee Engagement (Z)	0,610	-	0,270	0,425	
Employee Performance (Y)	0,748	-	-	0,471	

Source: Data analysis results obtained using SmartPLS 3.2.9. (2023)

Based on the R-Square test results, 74.8% of the variation in employee enggagement can be explained by perceived organizational support, work motiviation and competence, 74.8% of the variation in employee performance can be explained by perceived organizational support, work motiviation and competence. The F-Square test results reveal a low effect of perceived organizational support on employee engagement, a small effect of work motivation on employee engagement and employee performance, a medium effect competence on employee engagement, and a high effect of competence on employee performance. However, perceived organizational support does not have an effect size on employee performance. Furthermore, based on the Q-Square Predictive Relevance test, all latent variables have values greater than 0, indicating that all variables have predictive relevance. Finally, the SRMR value is below 0.1, which indicates the model is deemed appropriate or fit.

Table 4. Summary of Hypothesis Testing Results

Influence Between Variables	T Statistics	P Values
Direct Effect		
H1. Perceived Organizational Support → Employee Performance	0,599	0,275
H2. Perceived Organizational Support → Employee Engagement	4,050	0,000
H3. Work Motivation → Employee Performance	2,754	0,003
H4. Work Motivation → Employee Engagement	4,154	0,000
H5. Competence → Employee Performance	6,773	0,000
H6. Competence → Employee Engagement	6,797	0,000
H10. Employee Engagement → Employee Performance	6,271	0,000
Indirect Effect		
H7. Perceived Organizational Support → Employee Engagement → Employee Performance	4,908	0,000
H8. Work Motivation → Employee Engagement → Employee Performance	3,078	0,001
H9. Competence → Employee Engagement → Employee Performance	4,908	0,000

Source: Data analysis results obtained using SmartPLS 3.2.9. (2023)

Based on the results of the hypothesis testing for direct and indirect effects, as presented in Table 4, the following findings are observed: First, perceived organizational support has a negative and insignificant impact on employee performance, as indicated by a t-statistic value less than 1.96 and a p-value greater than 0.05. Therefore, the first hypothesis **(H1) is rejected**. Second, perceived organizational support positively and significantly impacts employee engagement, as indicated by a t-statistic value greater than 1.96 and a p-value less than 0.05. Hence, the second hypothesis **(H2) is accepted**. Third, work motivation positively and significantly impacts employee performance, as indicated by a t-statistic value greater than 1.96 and a p-value less than 0.05. Therefore, the third hypothesis **(H3) is accepted**. Four, work motivation positively and significantly impacts employee engagement, as indicated by a t-statistic value greater than 1.96 and a p-value less than 0.05. Therefore, the

fourth hypothesis **(H4) is accepted**. Fifth, competence positively and significantly impacts employee performance, as indicated by a t-statistic value greater than 1.96 and a p-value less than 0.05. Therefore, the third hypothesis **(H5) is accepted**. Six, competence positively and significantly impacts employee engagement, as indicated by a t-statistic value greater than 1.96 and a p-value less than 0.05. Therefore, the third hypothesis **(H6) is accepted**. Seventh, perceived organizational support has a positive and significant impact on employee performance through employee engagement as a mediating variable, as indicated by a t-statistic value greater than 1.96 and a p-value less than 0.05. In this case, the mediation of employee engagement is full. Therefore, the seventh hypothesis **(H7) is accepted**. Eight, work motivation has a positive and significant impact on employee performance through employee engagement as a mediating variable, as indicated by a t-statistic value greater than 1.96 and a p-value less than 0.05. In this case, the mediation of employee engagement is partial. Therefore, the eighth hypothesis **(H8) is accepted**. Ninth, competence has a positive and significant impact on employee performance through employee engagement as a mediating variable, as indicated by a t-statistic value greater than 1.96 and a p-value less than 0.05. In this case, the mediation of employee engagement is partial. Therefore, the seventh hypothesis **(H9) is accepted**. Tenth, employee engagement positively and significantly impacts employee performance, as indicated by a t-statistic value greater than 1.96 and a p-value less than 0.05. Hence, the tenth hypothesis **(H10) is accepted**.

Discussion

Perceived organizational support does not influence employee performance, which means that the perceived level of organizational support does not impact the performance of Spatial Planning Functional, in line with Wahyuni (2019), which states that perceived organizational support does not significantly affect performance. This study's results differ from Atmaja (2019), which states that perceived organizational support has a significant and positive direct effect on employee performance. The indicator that has the lowest influence is "the organization tells me when I am not working well" meaning that most respondents stated that the organization/work unit does not tell me when employees are not working well. In addition to the annual performance appraisal by the direct supervisor, there is an assessment of the annual credit score achievement target by the assessment team at the supervisor agency. Although the organization or direct supervisor of Spatial Planning Functional does not provide input on poor work performance, they still need to improve their efforts to achieve the required credit score.

Perceived organizational support has a positive and significant effect on employee engagement. This means that the higher perceived organizational support can make employee engagement in Spatial Planning Functional increase. The results of this study support previous research, namely Prastyo and Frianto (2020), which stated that perceived organizational support has a positive and significant effect on employee engagement. In contrast to Wahyuni (2019), the presence or absence of perceived organizational support cannot increase employee engagement in employees. The indicator with the greatest influence is "my organization pays attention to employee complaints"; this can mean that their respective organizations still consider Spatial Planning Functional. Marciano (2010) conveyed several factors that can cause disengagement, including a lack of support and appreciation for work performance. Employees who are not tied to the organization think about how, with a little effort, they continue to receive income. This type of employee will only cause the organization to lose financially. Organizations need to have the ability to prevent or control the level of employee disengagement.

Work motivation has a positive and significant effect on employee performance. This means that higher motivation will improve the performance of Spatial Planning Functional. Research conducted by Rivaldo & Ratnasari (2020) and Prakoso and Aulia (2023) states the

same results that motivation affects employee performance. Motivation is one of the main sources in increasing employee efficiency and productivity and increasing the capacity of individuals and organizations to achieve desired goals (Kumari et al., 2021). The indicator that has the most influence is "I am happy to help other people's work even if I am not asked" This can be interpreted as Spatial Planning Functional's need to achieve relating to others, such as colleagues and clients (community). To assist employees in providing employee needs in affiliation, one of which is through job rotation (Wibowo, 2016). Organizations can stimulate interest and motivation by allowing employees to work on two or more different jobs while giving employees a broader organizational perspective. The more experience they have Spatial Planning Functional can prepare themselves to take competency tests at a higher level or enter the structural succession plan group.

Work motivation has a positive and significant effect on employee engagement. This means that the higher the motivation, the higher the level of attachment of Spatial Planning Functional to his organization. The results of this study support the results of research by Engidaw (2021) at the Ethiopian public administration office, which states that there is a significant and positive influence between motivation and employee engagement. The indicator that has the most influence is "I am happy to help other people's work even if I am not asked" This can be interpreted as Spatial Planning Functional needing to relate to others, such as colleagues and clients/community. Marciano (2010) states that high levels of engagement can withstand the impact of negative environmental factors on motivation. In other words, employees who like to relate to others even though they are not asked to have good work motivation even in adverse circumstances such as limited resources, damage to work equipment, time pressure, and so on.

Competence has a positive and significant effect on employee performance. This means that the higher competence will improve the performance of Spatial Planning Functional. The research of Fauzi and Herminingsih (2021) and Meswantri and Awaludin (2018) states the same results as this study competence positively affects employee performance. The indicator that has the most influence is "I can complete my work by following a predetermined work method" This means that Spatial Planning Functional has the knowledge needed to complete spatial planning tasks based on applicable rules. Employees with a high level of competence can increase the success rate of completing work that is the organization's target (Meswantri and Awaludin, 2018). Competent employees will be more skilled in carrying out duties, routinely receiving assignments from leaders accompanied by an increase in the complexity of duties and responsibilities. This has a major effect on preparing employees to occupy higher levels. Data on competency test results (promotion category) during 2021 and 2022 show that Spatial Planning Functional, who has occupied a higher level of position, has spatial planning skills in line with the task areas and functions of the position level.

Competence has a positive and significant effect on employee engagement. This means that the higher competence will increase the engagement of Spatial Planning Functional with his organization. Research by Budiprasetia (2021), Meswantri and Awaludin (2018) state the same results where competence positively and significantly affects employee engagement. The indicator that has the most influence is "I can complete my work by following a predetermined work method." This means that the Spatial Planning Functional has the knowledge needed to complete spatial planning tasks based on applicable rules. Employees with a high level of competence are expected to work with focus, be able to work together, be able to solve problems and, have high motivation at work, have a leadership spirit so that this condition can create employee engagement in the organization (Meswantri and Awaludin, 2018).

Employee engagement has succeeded in fully mediating the relationship between perceived organizational support and employee performance. This means that employee engagement can complement and provide a supporting impact for perceived organizational

support in influencing the performance of Spatial Planning Functional. The results of this study support the results of Prastyo and Frianto (2020), which state that Perceived Organizational Support has a significant positive effect on Employee Performance mediated by Employee Engagement. In contrast to Wahyuni (2019), employee engagement cannot mediate between perceived organizational support for employee performance due to other factors.

Employee engagement successfully mediates the partial relationship between motivation and employee performance. This means that employee engagement can complement and provide a supporting impact on motivation in influencing the performance of Spatial Planning Functional. Research by Riyanto et al. (2021) states that motivation has a significant positive effect on Employee Performance mediated by employee engagement. Employee motivation needs to be encouraged to be more active and innovative to be able to increase. From the results of hypothesis testing, it can be seen that Employee engagement has succeeded in mediating a partial relationship between the competence and performance of Spatial Planning Functional. This means that employee engagement can complement and support competencies in influencing the performance of Spatial Planning Functional. Research by Budiprasetia (2021) and Meswantri and Awaludin (2018) states that competence positively and significantly affects performance through employee engagement. Competence, mental characteristics in dealing with clients, and high morale towards problems that arise have the greatest effect on performance.

Employee engagement has a positive and significant effect on employee performance; this means that a higher level of employee engagement can improve the performance of Spatial Planning Functional. Research conducted by Meswantri and Awaludin (2018) and Wahyuni (2019) states the same results where employee engagement has a positive and significant effect on employee performance. The indicator with the most influence is "I feel happy and totality in giving full attention to work." This means that Spatial Planning Functional has engagement in his organization, one of which is shown by employees giving full attention to the work given as part of fulfilling their performance achievements. Marciano (2010) conveyed several factors associated with high levels of engagement, including increased productivity, high-quality work output, increased efficiency, and reduced skipping work.

CONCLUSION

This study effectively showed a positive and significant impact of work motivation, competence, and employee engagement on employee performance. Organizations need to be able consistently to pay attention and handle employee complaints. Organizations should build, improve and maintain employee work motivation by providing opportunities to achieve and accept responsibilities suitable to the position and able to compete in higher-level careers. Organizations should create opportunities for employees to improve their competence through professional development activities such as seminars, internship programs, competition delegations, etc. Contrary to most previous research, this study's findings indicate that perceived organizational support has a negative and insignificant impact on employee performance.

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