



The Role of Employee Engagement in Mediating the Effect of Perceived Organizational Support on Employee Performance (A Study of F&B Department Employees at Puri Santrian A Beach Resort and Spa Sanur)

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ABSTRACT

Employee performance is an essential factor determining a company's success in achieving its organizational goals. One important factor that can affect how well employees perform is the level of perceived organizational support. Employees tend to thrive when they feel that their company fosters a supportive work setting, making them feel valued and recognized. This study seeks to explore how organizational support impacts employee performance, particularly by looking at employee engagement as a mediating variable. The research involved employees from the F&B department at Puri Santrian A Beach Resort and Spa Sanur, and it included 54 respondents who were chosen using the census method. Data were gathered using an online survey sent out through Google Form. For analyzing this data, the study utilized path analysis with the help of SPSS version 22.0. The findings show that organizational support positively and significantly impacts employee performance. Additionally, organizational support also positively affects employee engagement in a significant way. Moreover, employee engagement is shown to positively and significantly influence employee performance. It has been set up that worker engagement mostly intercedes the relationship between organizational back and representative execution. This research enhances the understanding of Social Exchange Theory and aims to provide companies with insights to improve organizational support, ultimately boosting employee engagement and performance in the workplace.

INTRODUCTION

Human resources play a strategic role in supporting the success of the tourism sector, particularly in the hospitality industry, which heavily depends on service quality delivered to tourists. The rapid development of the tourism industry in Bali, accompanied by the increasing number of domestic and international visitors, requires hospitality businesses to employ competent, professional staff who are capable of delivering excellent service. In an increasingly competitive environment, employee performance becomes a key factor that determines a company’s ability to achieve its targets, maintain its reputation, and enhance its competitiveness (Gemilang & Riana, 2021).

Effective human resource management constitutes a primary requirement for hospitality companies to sustain and develop their business in the long term. Employees represent critical organizational assets and serve as a source of competitive advantage, as the quality of service provided largely depends on individual behavior and performance within the organization (Mokobombang & Natsir, 2024). Companies that fail to properly manage and develop employee potential face the risk of declining performance, which may ultimately hinder the achievement of organizational objectives (Sheta & Afriasih, 2023).

Puri Santrian A Beach Resort and Spa Sanur is a four star hotel in Bali that maintains high service standards, particularly within the Food and Beverage (F&B) department, which plays a direct role in delivering service experiences to guests. To maintain this service quality, the company must ensure optimal employee performance. However, internal data obtained from the Human Resources Department of Puri Santrian A Beach Resort and Spa Sanur indicate a declining trend in the performance of F&B department employees over the past three years. A summary of employee performance data for the F&B department for the 2023-2025 period is presented in Table 1.

Table 1. Employee Performance Data of the F&B Department at Puri Santrian A Beach Resort and Spa Sanur 2023-2025

Year	Employee Performance Assessment Index					Number of Employees
	Very Low	Low	Fair	High	Very High	
2023	0	14,81%	27,78%	29,63%	27,78%	54
2024	0	20,37%	33,33%	24,07%	22,22%	54
2025	0	25,93%	40,74%	20,37%	12,96%	54

Source: Puri Santrian A Beach Resort and Spa Sanur (2025)

Based on Table 1, the percentage of employees categorized under low performance increased annually, reaching 25,93 percent in 2025. In contrast, the proportion of employees classified under high and very high performance demonstrated a declining trend over the same period. This condition indicates potential issues in human resource management that may affect service quality, particularly in the F&B department, which operates under high work intensity and demanding service standards. Preliminary observations suggest that these issues are associated with insufficient and irregular training and development programs, high workload, and employee age factors that contribute to decreased productivity.

Employee performance alludes to the level of work achievement accomplished by an person in carrying out relegated errands in understanding with organizational responsibilities and set up benchmark (Liyani & Maryati, 2024). High performance enhances productivity, service quality, and corporate image, whereas low performance may reduce customer satisfaction and hinder the achievement of organizational objectives (Hartono & Riwayati, 2024). Therefore, companies must understand the factors influencing employee performance in alignment with organizational characteristics and conditions.

One aspect that affects how well employees perform is the level of perceived organizational support. This term means how much employees feel that their organization appreciates their efforts and shows concern for their welfare (Putra & Raharja, 2023). Based on Social Exchange Theory, the relationship between employees and the organization operates on the principle of reciprocity, whereby employees respond to favorable organizational treatment by demonstrating behaviors and performance that benefit the organization (Niza & Putra, 2024). When employees feel supported, valued, and cared for, they are more likely to exhibit improved performance (Abdullahi *et al.*, 2024).

In addition to organizational support, employee engagement constitutes another important factor influencing performance. Worker engagement speaks to a positive mental state characterized by vigor, devotion, and full association in work exercises (Lestari *et al.*, 2023). Employees with high levels of engagement demonstrate enthusiasm, commitment, and maximum effort in achieving organizational goals (Anuari *et al.*, 2020). Regular backing from the organization can boost employee involvement, leading to improved performance.

While many studies have shown that organizational support and employee engagement positively impact performance, some earlier research has yielded mixed results. Research conducted by Wiranti *et al.* (2024), Diana & Frianto (2021), and Berdiyana *et al.* (2022) found that the support from organizations did not significantly impact employee performance. These discrepancies reveal a research gap that needs more exploration, especially by including employee engagement as a factor that mediates this relationship.

The issue of decreasing worker effectiveness within the F&B department at Puri Santrian A Beach Resort and Spa Sanur underscores the need to investigate how organizational backing and employee involvement contribute to enhancing performance. Subsequently, this inquire about extreme to investigate the affect of seen organizational help on worker execution, whereas considering representative engagement as a intervening figure among the staff within the F&B division at Puri Santrian A Beach Resort and Spa Sanur.

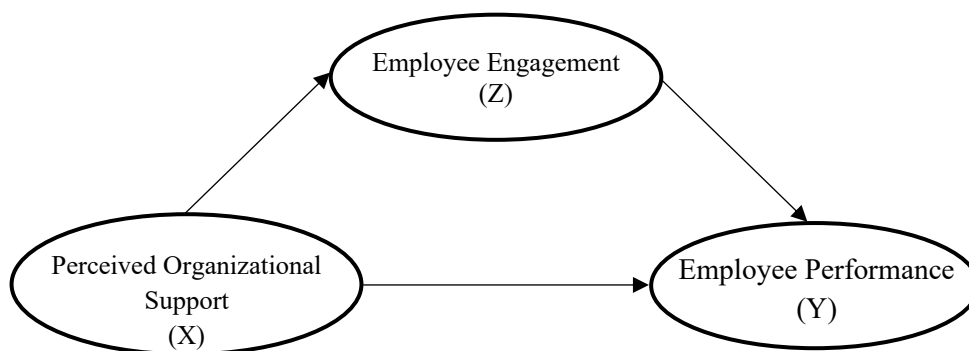
LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

This research utilizes Social Exchange Theory as its main theoretical framework. Social Exchange Theory describes how connections between people and organizations are founded on the concept of reciprocity, where individuals generally respond to favorable treatment they encounter with actions and mindsets that serve the organization's interests (Simbula *et al.*, 2023). When workers feel recognized, valued, and backed by the company, they tend to

exhibit greater dedication, involvement, and enhanced productivity (Sulistyan *et al.*, 2020). In this conceptual model, employee involvement is considered a mental reaction to the backing provided by the organization, which in turn affects the performance of the employees (Rahmawati & Hapsari, 2025).

This consider analyzes the connections among seen organizational bolster, worker engagement, and worker execution among workers of the F&B departement at Puri Santrian A Beach Resort and Spa Sanur. In the suggested research framework, the variable of perceived organizational support acts as the external variable (X), while employee performance is regarded as the internal variable (Y), and employee engagement is identified as the intermediary variable (Z). Drawing from the theoretical structure and earlier research evidence, this study's conceptual model is illustrated in Figure 1.

Figure 1. Conceptual Framework



Previous studies conducted by Siswanti & Pratiwi (2020), Karlinda *et al.* (2022), Arifin & Darmawan (2022), and Ratnasari *et al.* (2023) It suggests that how much support employees feel from their organization positively influences their job performance in a meaningful way. These findings suggest that organizational attention toward employee welfare, recognition, and work facilities can enhance employee performance. Similar results were also reported by Astuti *et al.* (2024), Aliddin *et al.* (2024), and Abdullahi *et al.* (2024). Based on these discoveries, the primary theory is defined as takes after:

H₁: Perceived organizational support has a positive and significant effect on employee performance

Investigations carried out by Sarira *et al.* (2023), Sudiyani & Rihayana (2024), and Niza & Putra (2024) uncovered that the perception of support from the organization positively and substantially impacts employee engagement. The findings indicate that employees who perceive a greater level of support from their organization tend to show more involvement in their work-related activities. This finding is supported by studies conducted by Candradewi & Adnyani (2025), Anggraeni *et al.* (2025), and Wiryawan & Lataruva (2025). Considering these results, the second hypothesis has been developed as follows:
H₂: Perceived organizational support has a positive and significant effect on employee engagement

Earlier research conducted by Anuari *et al.* (2020), Pulungan & Rivai (2021), and Lestari *et al.* (2023) indicates that there is a strong and beneficial impact

of employee engagement on job performance. The results imply that workers exhibiting elevated levels of passion, commitment, and participation in their roles typically attain superior performance results. Similar results were reported by Kusuma & Rahyuda (2021), Hartono & Riwayati (2024), and Wardana & Wibawa, (2024). These findings lead us to formulate the third hypothesis in this way:

H₃: Employee engagement has a positive and significant effect on employee performance

Research carried out by Rismanto (2020), Gemilang & Riana (2021), and Anggraini *et al.* (2021) shows that employee engagement serves as a mediating factor in the link between perceived organizational support and employee performance. This suggests that when organizations provide support, it can improve performance by boosting employee engagement. Comparable conclusions were found by Dewi & Wibawa (2023), Putra & Raharja (2023), and Opoku & Boateng (2024). Thus, the fourth hypothesis is suggested as follows:

H₄: Employee engagement mediates the relationship between perceived organizational support and employee performance

RESEARCH METHOD

This research utilized a numerical methodology featuring a causal associative framework. The factors investigated in this research include perceived organizational support (X) as the independent variable, employee engagement (Z) serving as the intermediary variable, and employee performance (Y) identified as the dependent variable. The research was conducted at Puri Santrian A Beach Resort and Spa Sanur, located at Jl. Cemara No. 35, South Denpasar, Denpasar City, Bali, Indonesia, 80228. The sample consisted of 54 employees for the F&B department at Puri Santrian A Beach Resort and Spa Sanur. The individuals participating in the study were chosen employing a census technique, which involved including every member of the population as part of the research subjects. Information was gathered via surveys and interviews, with a formalized questionnaire serving as the main tool for research. The items within the questionnaire were evaluated using a Likert scale, and the tool underwent assessment for validity and reliability before the analysis of data commenced. This research utilized various data analysis techniques, including both descriptive and inferential statistical analyses. The inferential component comprised way investigation to investigate the associations between the factors and the Sobel test to assess the interceding impact of representative engagement on the connect between seen organizational bolster and worker execution.

RESULT AND DISCUSSION

Table 2. Respondent Characteristics

No.	Characteristic	Classification	Number (People)	Percentage (%)
1.	Position	FBS Office	7	13,0
		Beach Club - Waiter/Waitress	25	46,3
		Mezzanine - Waiter/Waitress	5	9,3
		Receptionist	3	5,6
		Bartender	12	22,2
		Banquet	1	1,9
		Arcade	1	1,9
Total Number			54	100
2.	Gender	Laki-laki	28	51,9
		Perempuan	26	48,1
Total Number			54	100
3.	Age (years)	≤ 20	1	1,9
		20 - 30	9	16,7
		31 - 40	32	59,3
		41 - 50	10	18,5
		≥ 50	2	3,7
Total Number			54	100
4.	Duration of Work (years)	< 1	2	3,7
		1 - 5	9	16,7
		6 - 10	31	57,4
		11 - 15	9	16,7
		> 15	3	5,6
Total Number			54	100

Source: Processed Primary Data (2026)

Table 2 reveals that most participants in this study work as Beach Club Waiters or Waitresses, which makes up 46.3% of all those surveyed. This finding indicates that the workforce structure within the F&B department is dominated by operational staff in the Beach Club area, which experiences a higher level of guest visits and therefore requires more service personnel. In terms of gender, most respondents are male (51.9%), while 48.1% are female. This distribution suggests that male employees slightly dominate employment in the hospitality sector, particularly at Puri Santrian A Beach Resort and Spa Sanur. Based on age dispersion, the lion's share of respondents drop inside the 31-40 a long time age gather (59.3%). This indicates that most employees are within a productive age range and possess relatively mature work experience. Regarding length of service, most respondents have worked at the company for 6-10 years (57.4%). This finding suggests that the majority of employees have relatively long work experience and demonstrate a strong level of attachment to the organization.

Table 3. Validity Test Results

Variable	Indicator	Correlation Coefficient	Sig. (2-tailed)	Description
Employee Performance (Y)	Y.1	0,963	0,000	Valid
	Y.2	0,888	0,000	Valid
	Y.3	0,897	0,000	Valid
	Y.4	0,892	0,000	Valid
	Y.5	0,923	0,000	Valid
Perceived Organizational Support (X)	X.1	0,838	0,000	Valid
	X.2	0,889	0,000	Valid
	X.3	0,915	0,000	Valid
	X.4	0,826	0,000	Valid
	X.5	0,801	0,000	Valid
Employee Engagement (Z)	Z.1	0,946	0,000	Valid
	Z.2	0,865	0,000	Valid
	Z.3	0,910	0,000	Valid

Source: Processed Primary Data (2026)

Table 4. Reliability Test Results

No.	Variable	Cronbach's Alpha	Description
1.	Employee Performance (Y)	0,948	Reliable
2.	Perceived Organizational Support (X)	0,903	Reliable
3.	Employee Engagement (Z)	0,888	Reliable

Source: Processed Primary Data (2026)

Table 3 demonstrates that all investigate disobedient meet the legitimacy prerequisites, as illustrated by relationship coefficient values more prominent than 0.30. In the interim, the unwavering quality test comes about displayed in Table 4 appear that all factors have Cronbach's Alpha values more prominent than 0.60. These comes about demonstrate that the inquire about disobedient are dependable and reasonable for assist graphic and inferential measurable investigation.

Table 5. Description of Respondent's Answer Regarding Employee Performance

No.	Statement	Respondents Response (person)					Average	Category
		1	2	3	4	5		
Y.1	Saya menyelesaikan setiap tugas dengan hasil yang memenuhi standar kualitas perusahaan.	0	1	11	20	22	4,17	High
Y.2	Saya menyelesaikan seluruh pekerjaan sesuai	0	3	13	20	18	3,98	High

No.	Statement	Respondents Response (person)					Average	Category
		1	2	3	4	5		
	jumlah beban kerja yang ditetapkan.							
Y.3	Saya menyelesaikan setiap pekerjaan tepat pada batas waktu yang telah ditentukan perusahaan.	0	1	17	19	17	3,96	High
Y.4	Saya mencapai target kerja yang telah ditetapkan perusahaan tanpa menurunkan kualitas hasil pekerjaan.	0	4	15	19	16	3,87	High
Y.5	Saya bekerja sama dengan rekan kerja secara efektif dalam menyelesaikan tugas yang diberikan.	1	4	10	21	18	3,94	High
Average Total of Employee Performance							3,98	High

Source: Processed Primary Data (2026)

Table 5 shows that the average score of respondent responses to the five statements related to employee performance is 3.98, which falls within the high category. This score indicates that, in general, employees of the F&B department at Puri Santrian A Beach Resort and Spa Sanur are able to meet work standards and provide positive contributions to the company’s operational activities. This discovery, however, is in opposition to the information in Table 1, which indicates that employee performance has decreased over the last three years. This discrepancy may occur because the assessment in this study is perception-based, whereas the data presented in Table 1 represent the company’s periodic performance evaluation results.

Table 6. Description of Respondent’s Answer Regarding Perceived Organizational Support

No.	Statement	Respondent’s Answer Proportion (people)					Average	Category
		1	2	3	4	5		
X.1	Perusahaan memberikan pelatihan yang relevan untuk	2	5	12	19	16	3,78	High

No.	Statement	Respondent's Answer Proportion (people)					Average	Category
		1	2	3	4	5		
	meningkatkan kemampuan kerja saya.							
X.2	Perusahaan memberikan hak cuti kepada saya sesuai dengan ketentuan yang berlaku.	0	6	14	16	18	3,85	High
X.3	Perusahaan menyediakan program pengembangan karier yang mendukung peningkatan jenjang karier saya.	0	3	19	20	12	3,76	High
X.4	Perusahaan memberikan fleksibilitas jadwal kerja ketika saya menghadapi situasi pribadi yang membutuhkan penyesuaian.	0	3	9	24	18	4,06	High
X.5	Perusahaan memberikan kesempatan bagi saya untuk memperbaiki kesalahan tanpa dikenakan hukuman berlebihan.	0	2	17	20	15	3,89	High
Average Total of Perceived Organizational Support							3,87	Tinggi

Source: Processed Primary Data (2026)

Table 6 shows that the average score of respondents responses to the five statements related to perceived organizational support is 3.87, which falls within the high category. This finding indicates that employees in the F&B department at Puri Santrian A Beach Resort and Spa Sanur perceive that the organization provides relatively strong support in facilitating their work activities, although such support has not yet reached an optimal level. Although the company has provided organizational support in several aspects, certain areas still require improvement. In particular, career development programs have not yet been

perceived equally by all employees, indicating the need for more structured and inclusive career advancement opportunities within the organization.

Table 7. Description of Respondent's Answer Regarding Employee Engagement

No.	Statement	Responden't Answer Proportion (people)					Average	Category
		1	2	3	4	5		
Z.1	Saya melaksanakan tugas dengan penuh semangat meskipun menghadapi beban kerja yang cukup tinggi.	0	6	15	20	13	3,74	High
Z.2	Saya bangga menjadi bagian dari departemen F&B di Puri Santrian A Beach Resort and Spa Sanur.	0	2	14	22	16	3,96	High
Z.3	Saya dapat berkonsentrasi penuh saat menyelesaikan pekerjaan hingga mencapai hasil terbaik.	0	15	17	11	11	3,33	Moderate
Average Total of Employee Engagement							3,68	High

Source: Processed Primary Data (2026)

Table 7 shows that the average score of respondent responses to the three statements related to employee engagement is 3.68, which is categorized as high. This finding indicates that, in general, employees of the F&B department at Puri Santrian A Beach Resort and Spa Sanur demonstrate a relatively strong level of engagement with their work and the organization. A high level of engagement reflects employees sense of pride, responsibility and emotional involvement in performing their duties. However, the results also indicate that employees experience certain difficulties in maintaining consistent work concentration, particularly due to the high intensity of service demands within the hospitality environment.

Table 8. Normality Test (One-Sample Kolmogorov-Smirnov)

Equation	Asymp. Sig (2-tailed) Kolmogorov-Smirnov
N	54
Sub-Structural 1	0,064
Sub-Structural 2	0,200

Source: Processed Primary Data (2026)

The comes about of the typicality test displayed in Table 8 appear that the Asymp. Sig. (2-tailed) esteem for Sub-Structural 1 is 0.064, whereas Sub-Structural 2 is 0.200. Both values are more prominent than 0.05, showing that the information utilized in this think about are ordinarily conveyed.

Table 9. Multicollinearity Test (Tolerance and Variance Inflation Factor)

Model	<i>Collinearity Statistics</i>	
	<i>Tolerance</i>	<i>VIF</i>
Sub-Structural 2 Perceived Organizational Support	0,196	5,101
Employee Engagement	0,196	5,101

Source: Processed Primary Data (2026)

Table 9 indicates that all exogenous variables possess a tolerance value that is at least 0.10, and none have a VIF value exceeding 10. Consequently, the regression model applied in this research does not encounter problems with multicollinearity.

Table 10. Heteroscedasticity Test (Glejser Test)

Persamaan	Model	t	Sig.
Sub-Structural 1	Perceived Organizational Support	-0,711	0,480
Sub-Structural 2	Perceived Organizational Support	1,285	0,205
	Employee Engagement	-1,798	0,078

Source: Processed Primary Data (2026)

Table 10 appears that the noteworthiness values for each demonstrate are over 0.05. These discoveries propose that the exogenous factors in this consider don't have a critical affect on the outright residuals. Thus, the research show isn't influenced by heteroscedasticity issues and is reasonable for prescient examination.

The affect of seen organizational back on worker engagement was inspected utilizing way investigation. The relapse comes about for Sub-Structural Show 1 are point by point underneath:

Table 11. Results of Path Analysis Test for Sub-Structural Model 1

Model	<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	t	Sig.
	B	Std. Error	Beta		
(Constant)	-0,446	0,802		-0,555	0,581
Dukungan Organisasi	0,594	0,041	0,897	14,603	0,000

R²: 0,804

Source: Processed Primary Data (2026)

Based on the way examination comes about in Table 11, the Sub-Structural Condition 1 can be defined as takes after $Z = 0.897X$. The coefficient esteem for seen organizational back is 0.897, demonstrating that seen organizational bolster features a positive and critical impact on representative engagement. This result infers that higher levels of organizational back lead to higher levels of representative engagement, and bad habit versa.

Sub-Structural Demonstrate 2 outlines how seen organizational bolster and representative engagement impact worker execution.

Table 12. Results of Path Analysis Test for Sub-Structural Model 2

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2,356	0,825		2,855	0,006
Dukungan Organisasi	0,332	0,094	0,325	3,525	0,001
Keterikatan Karyawan	1,010	0,142	0,655	7,105	0,000
R ² : 0,915					

Source: Processed Primary Data (2026)

Concurring to the way investigation comes about displayed in Table 12, Sub-Structural Condition 2 can be communicated as $Y = 0.325X + 0.655Z$. The coefficient for seen organizational bolster, which is 0.325, proposes that there's a positive impact of organizational bolster on worker execution. In other words, when there is more support from the organization, employee performance tends to improve. On the other hand, the coefficient for employee engagement, at 0.655, indicates that engagement also positively impacts employee performance. This finding implies that greater engagement leads to enhanced employee performance.

The perceived organizational support has a direct influence of 0.912 on employee performance prior to mediation, while this effect drops to 0.325 after mediation takes place. Additionally, the direct effect of organizational support on employee engagement is measured at 0.897. Furthermore, employee engagement directly impacts employee performance at a level of 0.655. The indirect effect of organizational support on employee performance, facilitated through employee engagement, stands at 0.588, resulting in a total effect of 0.913.

In Sub-Structural Demonstrate 1, the calculated mistake fluctuation (e_1) is 0.443, though in Sub-Structure Demonstrate 2 (e_2) it stands at 0.292. The generally coefficient of assurance is 0.983, which suggests that seen organizational bolster and worker engagement account for 98.3% of the fluctuation in representative execution at Puri Santrian A Shoreline Resort and Spa Sanur, both straightforwardly and by implication. The final 1.7% is influenced by other components that are not considered in this investigate show.

Table 13. Direct and Indirect Effects between Variables

Effects between Variables	Direct Effect (Beta)	Indirect Effect through Z	Total Effect	Sig.	Description
X → Y (before mediation)	0,912	-	0,912	0,000	Significant
X → Y (after mediation)	0,325	0,588	0,913	0,001	Significant
X → Z	0,897	-	0,897	0,000	Significant
Z → Y	0,655	-	0,655	0,000	Significant

Source: Processed Primary Data (2026)

According to Table 13, the impact of perceived organizational support on how employees perform has a Beta value of 0.325, with a significance level of 0.001. This means that H_1 is accepted. The outcome shows that when employees

feel supported by their organization, their performance tends to improve significantly. In simpler terms, if the F&B department at Puri Santrian A Beach Resort and Spa Sanur provides more support to its employees, their performance will likely increase, and the opposite is also true. This finding aligns with earlier research done by Siswanti & Pratiwi (2020), and Maida & Lukiyana (2024).

Besides, the affect of seen organizational back on representative engagement uncovers a Beta esteem of 0.897 and a noteworthiness esteem of 0.000, which suggests that H_2 is acknowledged. This result shows that seen organizational back emphatically and essentially impacts worker engagement. In other words, when representatives feel more upheld by their organization, they tend to lock in more profoundly in their work, especially those in the F&B department at Puri Santrian A Beach Resort and Spa Sanur. Previous research by Sarira *et al.* (2023), and Sudyani & Rihayana (2024).

Furthermore, the impact of employee engagement on performance is reflected by a Beta value of 0.655 and a significance value of 0.000, which confirms that H_3 is accepted. This finding outlines that there's a positive and critical relationship between representative engagement and representative execution. Hence, when representative engagement among F&B division representatives at Puri Santrian A Shoreline Resort and Spa Sanur increments, their execution too makes strides, and bad habit versa. This finding is reliable with the thinks about conducted by Anuari *et al.* (2020), and Wardana & Wibawa (2024).

According to the results from the Sobel test, the Z-value is calculated to be 4.523, which exceeds 1.96, leading to the acceptance of H_4 . This finding shows that there is a mediating effect of employee engagement on the connection between perceived organizational support and employee performance. In other words, organizational support at Puri Santrian A Beach Resort and Spa Sanur indirectly contribute to improving employee performance through employee engagement.

When employees feel valued, recognized, and supported by the organization, they tend to develop a stronger sense of pride, enthusiasm, and involvement toward their work and the organization. This condition encourages employees to perform their tasks more optimally, which ultimately leads to improved performance outcomes. These results align with earlier research by Rismanto (2020), and Putra & Raharja (2023). From the calculations, the VAF value is found to be 64.40 percent. This figure is within the 20-80 percent range, suggesting that employee engagement serves as a partial mediator in the link between organizational support and employee performance.

CONCLUSION

This ponder reinforces the understanding of Social Trade Hypothesis by illustrating that steady organizational bolster can upgrade representative engagement, which in turn energizes workers to move forward their execution. These discoveries give a establishment for Puri Santrian A Shoreline Resort and Spa Sanur to assess and alter its human asset administration approaches in arrange to fortify representative execution and organizational competitiveness.

The findings of this study suggest that employees' performance improves with higher perceived organizational support. Additionally, perceived organizational support positively influences employee engagement. Moreover, it has been demonstrated that employee engagement plays a mediating role between perceived organizational support and employee performance.

Based on these findings, several managerial implications can be proposed. First, the company is encouraged to evaluate the system for setting work targets and align them with employees abilities and characteristics.

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