



Linking Perceived Organizational Support and Self-Efficacy to Employee Performance in Public Service Organizations: The Mediating Role of Employee Engagement

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Abstract. Employee performance is a critical factor determining the success of public service organizations. This study aims to examine the influence of perceived organizational support (POS) and self-efficacy on employee performance, with employee engagement serving as a mediating variable, among employees of PT Air Minum Bandarmasih (Perseroda). Using a quantitative approach, data were collected through questionnaires distributed to 252 employees, with 163 valid responses analyzed using the Partial Least Squares–Structural Equation Modeling (PLS-SEM) method in SmartPLS 3.0. The results show that POS has a significant positive effect on both employee engagement and performance, while self-efficacy significantly affects engagement but not performance directly. Employee engagement positively influences performance and mediates the effects of both POS and self-efficacy. Overall, the findings underscore the critical role of perceived organizational support, self-efficacy, and employee engagement in improving performance within public service organizations.

Keywords: Perceived organizational support, self-efficacy, employee engagement, employee performance

1. Introduction

Public sector Globalization and technological advancement have intensified competition across industries, requiring organizations to develop competent, committed, and sustainable human resources. Technology and natural resources alone cannot ensure success without effective human resource management. Therefore, employee quality and performance are key determinants of organizational achievement, particularly in the public sector, which plays a vital role in providing essential services to society.

As a regionally owned enterprise (Perseroda) in South Kalimantan, PT Air Minum Bandarmasih plays a strategic role in supplying clean water services to the people of Banjarmasin. Achieving optimal performance requires clear direction, effective management, and strong collaboration among employees. According to Wibowo (2017), performance management benefits both organizations and individuals by aligning goals, strengthening motivation, developing essential skills, and improving service quality.

The company's success largely depends on employees' task performance—the effective completion of core duties—and contextual performance, which supports the organizational environment (Borman & Motowidlo, 1993). However, performance data from 2021–2024 indicate stagnation, with average ratings between 3.88 and 3.93 ("fair") and an average tardiness rate of 7.77%. This suggests inconsistency in employee performance and

highlights the need to identify psychological and organizational factors influencing work effectiveness.

One key factor influencing performance is employee engagement, a positive, work-related psychological state characterized by vigor, dedication, and absorption (Schaufeli & Bakker, 2004). Engaged employees view their work as meaningful, demonstrate enthusiasm and focus, and willingly invest energy to achieve organizational goals. High engagement not only promotes productivity but also strengthens commitment and service quality an essential element in public organizations like PT Air Minum Bandarmasih.

Another critical determinant is perceived organizational support (POS), defined as employees' belief that their organization values their contributions and cares about their well-being (Eisenberger et al., 1986). High POS fosters motivation, loyalty, and a sense of belonging, which in turn enhances engagement and performance. Complementing this, self-efficacy, as proposed by Bandura (1997), refers to an individual's belief in their ability to plan and execute actions effectively. Employees with high self-efficacy tend to be more confident, persistent, and resilient in achieving work goals.

Despite substantial research, previous studies have reported inconsistent findings regarding the relationships among employee engagement, POS, self-efficacy, and employee performance. Some confirm significant positive effects ((Nazir & Islam, 2017; Hadi, 2023; Jindain & Gilitwala, 2024; Podder & Saha, 2024; Ismail et al., 2019; Gemilang & Riana, 2021), while others found no significant relationship (Dudija et al., 2024; Pithaloka & Ardiyanti, 2024; Kiftiyah & Banin, 2023; Candana et al., 2022; Haedar et al., 2021). These inconsistencies indicate a research gap, particularly in public sector contexts where structural and motivational dynamics differ from private enterprises.

To provide an integrated theoretical explanation, this study adopts Social Exchange Theory (SET) (Homans, 1958), which posits that when employees perceive strong organizational support, they reciprocate with positive attitudes and behaviors such as engagement and performance. In the public service context, this exchange is reinforced by self-efficacy, enabling employees to transform perceived support into proactive and committed work behavior.

Therefore, this study examines the effects of perceived organizational support and self-efficacy on employee performance, with employee engagement as a mediating variable, in the context of PT Air Minum Bandarmasih. The findings are expected to contribute theoretically to human resource management literature and practically to enhancing performance effectiveness and sustainability in public service organizations.

2. Literature Review

2.1. Perceived Organizational Support and Employee Performance

Perceived Perceived Organizational Support (POS) reflects employees' beliefs that the organization values their contributions and cares about their well-being (Eisenberger et al., 1986). POS fulfills socio-emotional needs such as recognition and a sense of belonging (Nazir & Islam, 2017), fostering reciprocity and stronger commitment as explained by Social Exchange Theory. When employees perceive high organizational support, they tend to exert greater effort and improve performance. Empirical studies confirm a positive relationship between POS and employee performance (Khairunnisa, 2023; Pratiwi & Muzakki, 2021; Hafidhah & Martono, 2019).

H1: Perceived Organizational Support positively and significantly affects Employee Performance.

2.2. Self-Efficacy and Employee Performance

Self-efficacy refers to an individual's belief in their ability to successfully perform tasks (Bandura, 1982). Employees with high self-efficacy are more confident, persistent, and resilient, which enhances their performance. A strong sense of efficacy increases motivation and proactive behavior, contributing to better individual and organizational outcomes (De Clercq et al., 2018; Na-Nan & Sanamthong, 2020). Previous studies have shown a positive link between self-efficacy and employee performance (Santri et al., 2023; Hadi, 2023; Utami et al., 2023).

H2: Self-Efficacy positively and significantly affects Employee Performance.

2.3. Perceived Organizational Support and Employee Engagement

POS strengthens employees' emotional attachment and motivation because it signals that the organization values and recognizes their contributions (Riggio et al., 1990; Najeemdeen et al., 2018). Supportive practices such as autonomy, recognition, and development opportunities foster positive attitudes that encourage engagement. Empirical findings reveal that POS positively influences employee engagement (Sindhura, 2021; Imran et al., 2020; Jindain & Gilitwala, 2024).

H3: Perceived Organizational Support positively and significantly affects Employee Engagement.

2.4. Self-Efficacy and Employee Engagement

Employees with high self-efficacy tend to be confident, goal-oriented, and proactive, resulting in greater work engagement (Albrecht, 2010). Self-efficacy affects task choice, effort level, and emotional regulation, which enhances commitment and enthusiasm at work (Gist & Mitchell, 1992). Previous studies support the positive relationship between self-efficacy and employee engagement (Wargoputri et al., 2024; Vipryana & Syah, 2023; Podder & Saha, 2024).

H4: Self-Efficacy positively and significantly affects Employee Engagement.

2.5. Employee Engagement and Employee Performance

Highly engaged employees work with greater enthusiasm, dedication, and focus, which leads to improved performance (Gallup, 2004). Engagement represents employees' reciprocal response to the support and resources provided by the organization (Saks, 2006), where they invest cognitive, emotional, and physical energy to achieve organizational goals. Empirical studies have confirmed that employee engagement positively affects performance (Diana & Frianto, 2021; Atmaja, 2019; Nugraha & Kharismasyah, 2024; Ismail et al., 2019).

H5: Employee Engagement positively and significantly affects Employee Performance.

2.6. The Mediating Role of Employee Engagement between Perceived Organizational Support and Employee Performance

Perceived organizational support (POS) reflects employees' belief that the organization values their contributions and cares about their well-being (Rhoades & Eisenberger, 2002). Supported employees tend to reciprocate with higher engagement, consistent with the reciprocity norm in Social Exchange Theory (Saks, 2006). Engaged

employees demonstrate greater enthusiasm and collaborative effort, which enhances performance (Bakker & Demerouti, 2008). Prior studies confirm that employee engagement mediates the relationship between POS and employee performance (Gemilang & Riana, 2021; Wargoputri et al., 2024).

H6: Employee Engagement mediates the relationship between Perceived Organizational Support and Employee Performance.

2.7. The Mediating Role of Employee Engagement between Self-Efficacy and Employee Performance

Self-efficacy influences how individuals approach tasks and challenges, shaping their engagement and persistence (Ozer & Bandura, 1990). Employees with strong self-efficacy exhibit greater confidence, initiative, and emotional control, leading to higher work involvement. According to Albrecht (2010), self-efficacy enhances both engagement and performance through mastery experiences, observational learning, verbal persuasion, and supportive environments. Confident employees are more proactive, resilient, and capable of maintaining motivation, which contributes to improved performance outcomes. Empirical evidence confirms that employee engagement mediates the relationship between self-efficacy and employee performance (Hadi, 2023; Utami et al., 2023).

H7: Employee Engagement mediates the relationship between Self-Efficacy and Employee Performance.

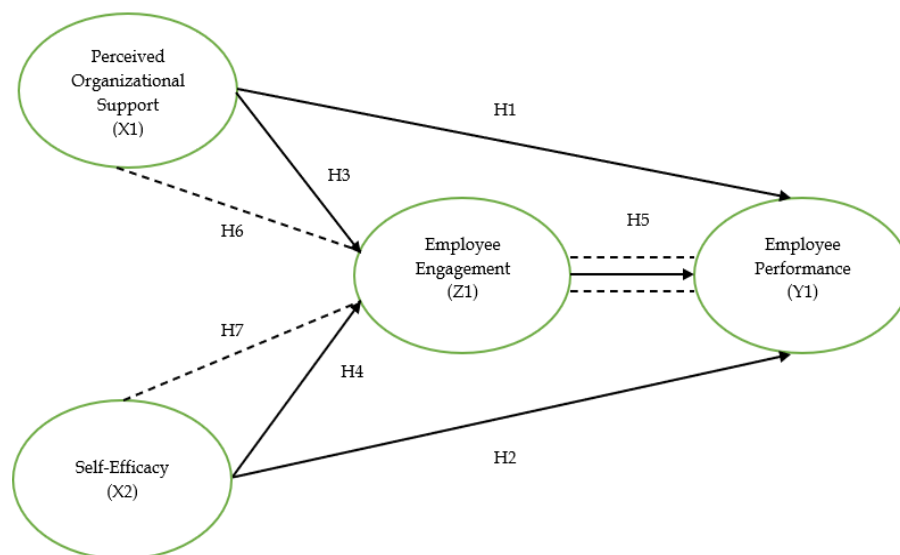


Figure 1. Conceptual Framework

3. Methods

3.1. Study Design and Sample

The purpose of this study was to examine the influence of perceived organizational support and self-efficacy on employee performance, mediated by employee engagement, among employees of PT Air Minum Bandarmasih (Perseroda). This research employed a quantitative explanatory design utilizing the Partial Least Squares-Structural Equation Modeling (PLS-SEM) method as the primary statistical approach. According to Sugiyono (2022), the quantitative approach is a positivistic paradigm used to test hypotheses based on measurable variables and numerical data. This approach involves structured data collection and statistical analysis to confirm the relationships among variables.

The sampling technique used was the census sampling method, where all members of the population were included as research subjects. According to Sugiyono (2022), census sampling is a method in which the entire population is used as the sample to obtain more comprehensive and valid data. This study involved 252 employees of PT Air Minum Bandarmasih (Perseroda) as respondents. This approach was chosen to ensure complete coverage of employee perceptions and provide deeper insights into the organizational dynamics under investigation. Based on the research title, the variables were classified into three categories: exogenous variables (perceived organizational support and self-efficacy), an endogenous variable (employee performance), and a mediating variable (employee engagement).

3.2. Data Collecting and Measurement

Data were collected through a structured questionnaire. The questionnaire was distributed to all employees digitally (online) using the Survey Cake application. Each variable was measured using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The items were adapted from relevant previous studies to ensure the validity and reliability of the measurement.

The questionnaire consisted of several indicators and statement items representing each construct, operationalized based on established measurement models in organizational behavior research. A complete list of variables, indicators, and questionnaire items used in this study is presented in Table 1.

Table 1. Variables, Indicators and Questionnaire Items

Variable	Indicators	Questionnaire Items	Scale
Perceived Organizational Support (X1) (Eisenberger et al., 1986)	Fairness (Employees' perceived organizational justice toward the organization) (X1.1)	1. The organization values my opinions. 2. The organization genuinely cares about my well-being. 3. The organization seriously considers my personal goals and values.	Likert (1-5)
	Supervisor Support (Perceived support from the immediate supervisor) (X1.2)	4. The organization provides assistance when I face problems. 5. The organization is willing to forgive mistakes.	Likert (1-5)
	Organizational Rewards and Working Conditions (Perceived recognition and working environment) (X1.3)	6. The organization cares about my overall job satisfaction. 7. The organization shows little concern for me. 8. The organization takes pride in my achievements at work.	Likert (1-5)
Self-Efficacy (X2) (Bandura, 1997b)	Level (Confidence in handling the degree of task difficulty) (X2.1)	9. I can always solve difficult problems if I try hard enough. 10. If someone opposes me, I can find ways to achieve what I want. 11. It is easy for me to stay committed to my goals and accomplish them.	Likert (1-5)

Variable	Indicators	Questionnaire Items	Scale
	Strength (The intensity of an employee's self-confidence) (X2.2)	12. I am confident that I can handle unexpected events efficiently. 13. Owing to my resourcefulness, I know how to deal with unforeseen situations. 14. I can solve most problems if I exert the necessary effort. 15. I can remain calm when facing difficulties because I can rely on my abilities to overcome them.	Likert (1-5)
	Generality (Belief in the ability to handle various situations) (X2.3)	16. When confronted with a problem, I can usually find several solutions. 17. When I am in trouble, I can usually think of a solution. 18. I can usually handle whatever comes my way.	Likert (1-5)
	Employee Engagement (Z1) (Schaufeli & Bakker, 2004)	19. In my job, I feel full of energy. 20. At work, I feel strong and enthusiastic. 21. When I wake up in the morning, I feel eager to go to work.	Likert (1-5)
	Dedication (A sense of meaning, pride, and challenge in work) (Z1.2)	22. I am enthusiastic about my work. 23. My job inspires me. 24. I am proud of the work I do.	Likert (1-5)
	Absorption (Deep focus and immersion in work) (Z1.3)	25. I am deeply absorbed in my work. 26. I get carried away when working. 27. I feel happy when I am working intensively.	Likert (1-5)
Employee Performance (Y1) (Campbell et al., 1990)	Task Performance (Ability to complete assignments and contribute directly to organizational objectives) (Y1.1)	28. The employee is able to complete complex tasks effectively. 29. The employee performs work in accordance with organizational expectations. 30. The employee plans work systematically to achieve goals efficiently	Likert (1-5)
	Contextual Performance (Ability to contribute to the work environment, both directly and indirectly, in support of organizational functions) (Y1.2)	31. The employee demonstrates high initiative in improving performance. 32. The employee proposes innovative solutions to work-related problems. 33. The employee consistently shows a strong work ethic. 34. The employee makes careful considerations regarding desired work outcomes.	Likert (1-5)

Source: Processed data by the researcher (2025)

3.3. Data Analysis

Data processing and statistical analysis were conducted using SmartPLS 3.0 software, which implements the Partial Least Squares–Structural Equation Modeling (PLS-SEM) technique. This method was selected because it is suitable for analyzing complex relationships among latent variables, even when the data are not normally distributed or the sample size is relatively small. PLS-SEM integrates factor analysis and multiple regression to comprehensively evaluate the relationships among constructs.

The analysis involved two main stages: (1) testing the measurement model (outer model) to assess indicator validity and reliability, and (2) testing the structural model (inner model) to evaluate the hypothesized relationships among variables. This combination of analyses allows for a robust assessment of both the quality of the measurement instruments and the theoretical model developed in this study.

4. Results

4.1. Data Collection

This study was conducted using an online questionnaire distributed through the Survey Cake platform. The research employed a census sampling method, in which all members of the population were included as data sources. According to Sugiyono (2022), the census sampling technique is applied when all individuals in the population are used as samples. The population in this study comprised 252 employees of PT Air Minum Bandarmasih, and a total of 163 completed questionnaires were successfully collected following the research procedures.

This method was chosen because including all members of the population provides comprehensive and valid data for deeper analysis. According to Babbie (2008), a 64.7% response rate achieved in this study is considered good. Respondent characteristics were categorized by gender, age, education level, division, and length of service, as shown in Table 2 below.

Table 2. Respondents Characteristics

Characteristics	Amount	Percentage
Gender		
Male	102	62.6
Female	61	37.4
Age		
< Age 25	1	0.6
> Age 55	2	1.2
Age 25 - 35	89	54.6
Age 36 - 45	46	28.2
Age 46 - 55	25	15.3
Education Level		
Diploma	19	11.7
Bachelor's	75	46.0
Master's	4	2.5
High School/Equivalent	65	39.9
Division		
Asset	18	11.0
IT	11	6.7

Characteristics	Amount	Percentage
Finance	13	8.0
NRW	19	11.7
Customer Service and Marketing	7	4.3
Maintenance	14	8.6
Production	37	22.7
HR	9	5.5
Corporate Secretariat	12	7.4
SPI	3	1.8
TRD	11	6.7
UKPBJ	9	5.5
Length of Service		
< 5 years	63	38.7
> 20 years	13	8.0
11 - 15 years	21	12.9
16 - 20 Years	15	9.2
5 - 10 years	51	31.3

Source: Processed data by the researcher (2025)

Table 2 shows that a total of 163 employees participated in this study. The proportion of male and female respondents was 62.6% and 37.4%, respectively. The majority of respondents were aged 25–35 years (54.6%), followed by those aged 36–45 years (28.2%). In terms of education, most respondents held a Bachelor's degree (46.0%), while 39.9% were high school graduates.

Regarding job division, the largest proportion of respondents came from the Production Division (22.7%), followed by NRW (11.7%) and Asset Division (11.0%). Meanwhile, based on length of service, the majority of respondents had worked for less than 5 years (38.7%), followed by those with 5–10 years (31.3%) of service. These distributions indicate that the sample adequately represents employees from various divisions and levels of experience within PT Air Minum Bandarmasih.

4.2. Analysis of Research Results

4.2.1 Descriptive Analysis

Table 3 Descriptive Analysis

No	Variable	Mean	Explanation
1	Perceived Organizational Support	3.74	High
2	Self-Efficacy	3.79	High
3	Employee Engagement	3.63	High
4	Employee Performance	3.77	High

Source: Processed data by the researcher (2025)

Overall, the results of the descriptive analysis indicate that all research variables fall into the high mean score category, reflecting a very positive employee perception of their work environment. The Self-Efficacy variable recorded the highest mean (3.79), demonstrating a substantially high level of employee confidence in their capabilities to succeed in organizational tasks. This is closely followed by Employee Performance (3.77),

Perceived Organizational Support (3.74), and Employee Engagement (3.63). This pattern collectively affirms that employees feel supported and competent, which subsequently influences their level of commitment and performance.

4.3. Outer Model

4.3.1 Convergent Validity

Convergent validity was assessed using the loading factor and Average Variance Extracted (AVE) values generated through SmartPLS 3.0. Several indicators initially showed loading factors below the minimum threshold of 0.70, specifically X1.2.2 (0.648), X1.3.1 (0.636), X1.3.2 (0.637), X2.2.1 (0.692), and Y1.2.1 (0.666) –and were therefore removed to improve construct validity. After the refinement process, all remaining indicators demonstrated loading values above 0.70, confirming that each item strongly represented its latent construct.

Furthermore, the Average Variance Extracted (AVE) values for all constructs exceeded the threshold of 0.50, meeting the requirement for convergent validity. Specifically, the AVE values were 0.577 for Perceived Organizational Support (POS), 0.601 for Self-Efficacy (SE), 0.528 for Employee Engagement (EE), and 0.572 for Employee Performance (EP). These results indicate that over 50% of the variance in each construct is explained by its indicators, confirming that all latent variables are well-represented by their observed measures. Thus, the measurement model satisfies the criteria for convergent validity and is suitable for further structural analysis.

Table 4. Validity and reliability test results

Variable	Indicator	Loading Factor	AVE	Cronbach Alpha	Composite Reliability	Conclusion
Perceived Organizational Support (POS)	X1.1.1.	0,731	0,577	0,817	0,872	Reliable
	X1.1.2.	0,712				
	X1.1.3.	0,786				
	X1.2.1.	0,805				
	X1.3.3.	0,759				
Self-Efficacy (SE)	X2.1.1.	0,777	0,601	0,916	0,931	Reliable
	X2.1.2.	0,744				
	X1.1.3.	0,853				
	X2.2.2.	0,702				
	X2.2.3.	0,718				
	X2.2.4.	0,783				
	X2.3.1.	0,807				
	X2.3.2.	0,820				
Employee Engagement (EE)	X2.3.3.	0,759				
	Z1.1.1.	0,733	0,528	0,889	0,910	Reliable
	Z1.1.2.	0,707				
	Z1.1.3.	0,726				
	Z1.2.1.	0,720				
	Z1.2.2.	0,720				
	Z1.2.3.	0,733				
	Z1.3.1.	0,732				
	Z1.3.2.	0,706				
	Z1.3.3.	0,760				

Variable	Indicator	Loading Factor	AVE	Cronbach Alpha	Composite Reliability	Conclusion
Employee Performance (EP)	Y1.1.1.	0,823	0,572	0,812	0,869	Reliable
	Y1.1.2.	0,709				
	Y1.1.3.	0,747				
	Y1.2.3.	0,755				
	Y1.2.4.	0,741				

Source: Processed data by the researcher (2025)

4.3.2 Discriminant Validity

Discriminant validity was assessed using the Heterotrait–Monotrait (HTMT) ratio and cross-loading analysis. The HTMT values for all construct pairs were below 0.90, confirming that each construct was empirically distinct. In addition, the loading values of each indicator on its corresponding construct were higher than their cross-loadings with other constructs, indicating that there was no overlap among the latent variables. These results confirm that the measurement model satisfies the requirements for discriminant validity and that each construct measures a unique theoretical dimension.

Table 5. Heterotrait-monotrait ratio

	(X1) POS	(X2) Self-Efficacy	(Y) Employee Performance	(Z) Employee Engagement
(X1) POS				
(X2) Self-Efficacy	0.539			
(Y) Employee Performance	0.795	0.476		
(Z) Employee Engagement	0.601	0.697	0.622	

Source: Processed data by the researcher (2025)

4.3.3 Reliability

Reliability was examined using Cronbach's Alpha and Composite Reliability. All constructs demonstrated Composite Reliability values greater than 0.70, indicating strong internal consistency. Similarly, Cronbach's Alpha values for all variables also met the minimum threshold, suggesting that the instrument provides stable and reliable measurements. Therefore, Perceived Organizational Support, Self-Efficacy, Employee Engagement, and Employee Performance can be considered reliable constructs suitable for further structural analysis.

4.4. Inner Model

4.4.1 R-Square (R²)

Table 6. R-Square

Variabel	R-Square	Adjusted R-Square
Employee Engagement (EE)	0,476	0,470
Employee Performance (EP)	0,487	0,477

Source: Processed data by the researcher (2025)

The R² value for Employee Engagement was 0.476, indicating that 47.6% of its variance is explained by Perceived Organizational Support (POS) and Self-Efficacy (SE). The R² for Employee Performance was 0.487, showing that 48.7% of its variance is explained by POS, SE,

and Employee Engagement (EE). Both values fall within the moderate category, suggesting that the model has adequate explanatory power.

4.4.2 Predictive Relevance (Q^2)

The predictive relevance (Q^2) value was 0.7311, exceeding the 0.50 threshold, which indicates that the model has strong predictive capability. This result implies that POS and SE effectively predict variations in EE and EP, confirming that the model possesses substantial predictive relevance.

4.4.3 Effect Size (f^2)

The effect size analysis showed that perceived organizational support (POS) had a small effect on employee engagement (0.119) and a large effect on employee performance (0.371). Self-efficacy had a large effect on employee engagement (0.378) but no effect on employee performance (0.000). Meanwhile, employee engagement had a small effect on employee performance (0.073). Based on these results, it can be concluded that employee performance is more strongly influenced by perceived organizational support, while self-efficacy plays a greater role in enhancing employee engagement.

4.4.4 Goodness of Fit (GoF)

The overall Goodness of Fit index was 0.6563, which exceeds the 0.36 benchmark and indicates a high level of model fit. This means that the proposed structural model explains the data well and provides a strong representation of the relationships among the constructs.

4.5. Hypothesis Test Results

The path coefficient values were obtained through the bootstrapping procedure in SmartPLS 3.0 to determine the strength and direction of relationships among the variables. The analysis results are summarized in Table 7 below.

Table 7 Path Coefficient Value

Direct Effect						
	Hypothesis	Original Sample	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Explanation
H1	POS (X1) -> Employee performance (Y1)	0,526	0,066	7,960	0,000	Accepted
H2	Self-efficacy (X1) -> Employee performance (Y1)	-0,012	0,068	0,177	0,859	Rejected
H3	POS (X1) -> Employee engagement (Z1)	0,284	0,069	4,122	0,000	Accepted
H4	Self-efficacy (X1) -> Employee engagement (Z1)	0,507	0,065	7,857	0,000	Accepted
H5	Employee engagement (Z1) -> Employee performance (Y1)	0,268	0,071	3,763	0,000	Accepted

Indirect Effect						
Hypothesis		Original Sample	Standard Deviation (STDEV)	T Statistics	P Values	Explanation
				(O/STDEV)		
H6	POS (X1) -> Employee engagement (Z1) -> Employee performance (Y1)	0,076	0,029	2,586	0,010	Accepted
H7	Self-efficacy (X1) -> Employee engagement (Z1) -> Employee performance (Y1)	0,136	0,038	3,614	0,000	Accepted

Source: Processed data by the researcher (2025)

H1: Perceived Organizational Support influences Employee Performance

Perceived organizational support (POS) has a significant positive effect on employee performance ($\beta = 0.526$, $t = 7.960$, $p = 0.000$). This finding confirms that when employees feel supported, valued, and recognized by the organization, their performance improves accordingly. Within PT Air Minum Bandarmasih (Perseroda), organizational attention, fair treatment, and sufficient work facilities play crucial roles in motivating employees to achieve higher productivity and service quality.

H2: Self-Efficacy influences Employee Performance

The effect of self-efficacy on employee performance was not significant ($\beta = -0.012$, $t = 0.177$, $p = 0.859$). This suggests that personal confidence alone does not directly lead to higher performance in this organizational context. At PT Air Minum Bandarmasih, employees' work outcomes are shaped more by procedural compliance, teamwork, and technical competence than by individual self-belief. Although self-efficacy may foster motivation, it must be accompanied by coordination and mastery of technical skills to enhance performance outcomes.

H3: Perceived Organizational Support influences Employee Engagement

Perceived organizational support significantly influences employee engagement ($\beta = 0.284$, $t = 4.122$, $p = 0.000$). Employees who feel appreciated and supported tend to be more enthusiastic, committed, and emotionally connected to their work. In a public service setting like PT Air Minum Bandarmasih, organizational care, adequate resources, and recognition for contribution foster stronger engagement and a greater sense of belonging among employees.

H4: Self-Efficacy influences Employee Engagement

Self-efficacy has a strong positive effect on employee engagement ($\beta = 0.507$, $t = 7.857$, $p = 0.000$). Employees who are confident in their abilities are more likely to stay motivated and involved in their tasks. In PT Air Minum Bandarmasih, this manifests in employees who approach operational and technical challenges with optimism, persistence, and proactive problem-solving, reinforcing their commitment and enthusiasm for their work.

H5: Employee Engagement influences Employee Performance

Employee engagement has a significant positive effect on employee performance ($\beta = 0.268$, $t = 3.763$, $p = 0.000$). Engaged employees demonstrate higher levels of focus, energy,

and responsibility, leading to improved job execution. This finding emphasizes that engagement acts as a key driver of performance, as employees who are emotionally and cognitively invested in their work deliver better service quality and operational results.

H6: Perceived Organizational Support influences Employee Performance through Employee Engagement

Employee engagement partially mediates the relationship between perceived organizational support and employee performance ($\beta = 0.076$, $t = 2.586$, $p = 0.010$). This indicates that POS improves performance both directly and indirectly by enhancing engagement. Employees who feel supported by the organization are more committed and emotionally connected to their work, which in turn strengthens their contribution to organizational goals.

H7: Self-Efficacy influences Employee Performance through Employee Engagement

Employee engagement fully mediates the effect of self-efficacy on performance ($\beta = 0.136$, $t = 3.614$, $p = 0.000$). While self-efficacy alone does not directly improve performance, it contributes indirectly through engagement. Employees with strong confidence in their abilities tend to be more involved and motivated, which subsequently enhances their overall job performance. This highlights engagement as a crucial channel linking self-efficacy to tangible performance outcomes.

5. Discussion

The findings of this study provide empirical evidence regarding the relationships between perceived organizational support (POS), self-efficacy, employee engagement, and employee performance. The analysis indicates that POS has a significant positive effect on employee performance, suggesting that when employees perceive that their organization values their contributions and cares for their well-being, they are more motivated to deliver high-quality work. This result aligns with previous research (Nazir & Islam, 2017; Hafidhah & Martono, 2019; Pratiwi & Muzakki, 2021), affirming that supportive organizational environments enhance employees' performance by fostering a sense of appreciation, fairness, and motivation. In the context of PT Air Minum Bandarmasih, organizational support manifests through the provision of adequate facilities, clear role expectations, and recognition of employee contributions factors that are essential in sustaining motivation and accountability among employees working in public service operations.

In contrast, self-efficacy did not show a significant direct effect on employee performance. This finding indicates that employees' confidence in their abilities alone does not necessarily lead to higher performance outcomes. Although Bandura (1982) emphasized the role of self-efficacy in driving persistence and effort, the work structure at PT Air Minum Bandarmasih is characterized by standardized procedures, hierarchical coordination, and technical collaboration, where success relies more on compliance, teamwork, and technical mastery than on individual confidence. Similar findings have been reported by Lailla et al. (2022) and Desriyanti et al. (2025), who found that self-efficacy was not a dominant determinant of performance in structured, rule driven work environments. This suggests that technical competence, discipline, and inter-unit coordination are more critical than individual beliefs in ensuring effective performance within such organizations.

The results also demonstrate that POS significantly influences employee engagement. Employees who perceive strong organizational support tend to feel more involved,

enthusiastic, and emotionally connected to their work. Within PT Air Minum Bandarmasih, employees handle critical functions such as water treatment, distribution maintenance, customer service, and administrative tasks. Supportive practices such as fair supervision, access to resources, and recognition cultivate a sense of belonging and responsibility, which in turn enhances engagement. These results confirm the importance of perceived organizational support as a foundation for sustained work enthusiasm and dedication (Sindhura, 2021; Jindain & Gilitwala, 2024). Therefore, organizations should focus on developing a supportive work environment that strengthens employees' emotional and psychological attachment to their organization, thereby enhancing their engagement at work (Imran et al., 2020).

Furthermore, self-efficacy was found to have a significant positive impact on employee engagement. Employees who believe in their abilities are more likely to approach their tasks with energy and persistence. When employees feel competent to face challenges, they tend to be more involved and motivated in their roles. This finding is consistent with Albrecht (2010), (Vipyana & Syah, 2023), Wargoputri et al. (2024) and Podder & Saha (2024), who emphasize that high self-efficacy enhances employees' intrinsic motivation and strengthens their commitment to their work. In PT Air Minum Bandarmasih, employees with strong self-efficacy are better prepared to handle operational challenges and demonstrate greater focus and resilience, resulting in higher engagement levels across technical and administrative functions.

The study also confirms that employee engagement has a positive and significant effect on employee performance. Highly engaged employees demonstrate stronger commitment, concentration, and enthusiasm in fulfilling their duties. This finding aligns with prior studies by Nugraha & Kharismasyah (2024), Diana & Frianto (2021), Ismail et al. (2019) and Atmaja (2019), which revealed that engaged employees are more productive and proactive. In the public service context of PT Air Minum Bandarmasih, engagement is essential for maintaining reliability and quality in essential water supply services. Engaged employees not only complete tasks efficiently but also show a genuine willingness to contribute beyond their formal job descriptions, ensuring consistent service quality and operational excellence.

The mediation tests reveal that employee engagement mediates the relationships between both POS and self-efficacy with employee performance. The indirect effect of POS through engagement indicates that organizational support enhances performance primarily by fostering emotional and psychological involvement in work. Employees who feel supported are more engaged, and this engagement translates into higher productivity and service quality (Gemilang & Riana, 2021; Wargoputri et al., 2024). Similarly, engagement also mediates the influence of self-efficacy on performance. Although self-efficacy alone may not directly improve outcomes, it contributes indirectly by promoting engagement, which then drives improved performance (Hadi, 2023; Utami et al., 2023). This means that self-belief transforms into performance when employees are psychologically invested and emotionally connected to their work.

Overall, the results highlight that both organizational and personal factors interact to influence performance. Perceived organizational support shapes employees' emotional connection to the workplace, while self-efficacy strengthens their confidence and persistence. However, the key mechanism that translates these factors into measurable outcomes is

employee engagement, which acts as a motivational bridge linking supportive environments and personal confidence to superior work performance.

Conclusions

This study highlights that perceived organizational support (POS) and employee engagement play crucial roles in shaping employee performance at PT Air Minum Bandarmasih (Perseroda). The findings confirm that when employees perceive strong organizational support through fairness, supervisor appreciation, and favorable work conditions they demonstrate higher engagement and improved performance. Although self-efficacy does not directly enhance performance, its indirect effect through employee engagement underscores the importance of psychological involvement as a mediating mechanism. Employees with high self-efficacy are more confident and proactive, leading to greater engagement that ultimately enhances performance outcomes. These results demonstrate that fostering a supportive organizational environment and nurturing employees' psychological confidence are essential strategies for improving both engagement and performance in a structured, service-oriented context.

Organizations should therefore prioritize strengthening perceived organizational support and employee engagement as key drivers of sustainable performance. Management is encouraged to ensure fairness, transparent reward systems, and supervisor support to enhance employees' sense of value and belonging. Self-efficacy should be reinforced through structured competency-based training, adaptive skill development, and gradual task challenges to improve confidence across various work situations. Furthermore, efforts to enhance engagement should focus on cultivating vigor, dedication, and absorption by providing meaningful work, autonomy, and recognition of individual contributions. Improving task performance requires targeted interventions to boost employees' technical and managerial competencies, ensuring greater precision and efficiency in core operational tasks.

Based on the research findings, the management of PT Air Minum Bandarmasih (Perseroda) is advised to strengthen perceived organizational support through a fair and transparent reward system, enhance employees' self-efficacy through competency-based training and gradual task assignments, and promote employee engagement by creating a work environment that fosters motivation and autonomy. Furthermore, improving employee performance should focus on developing technical and managerial capabilities to support work effectiveness and efficiency. In line with these findings, future research is recommended to explore additional predictors of performance such as job satisfaction, organizational commitment, or citizenship behavior and to extend the analysis to more flexible and innovative organizational settings where self-efficacy may have a stronger direct impact.

Conflicts of Interest

The authors declare no conflict of interest.

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