



PSYCHOLOGICAL WELL-BEING: THE INVISIBLE BRIDGE TO WORK ENGAGEMENT

Sugiyanto¹, Rahmi Lubis², Risydah Fadilah³

^{1,2,3}Magister Psikologi, Universitas Medan Area, Medan, Sumatera Utara

Article Info

Keywords:

Multi-group analysis,
Perceived organizational support,
Psychological well-being,
Work engagement.

ABSTRACT

This study aims to examine the mediating role of psychological well-being (PWB) in the relationship between perceived organizational support (POS) and work engagement (WE) among public sector employees. A total of 406 respondents were drawn from BPJS Ketenagakerjaan staff across Indonesia. Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The results reveal that POS significantly and positively affects both PWB and WE, while PWB has a dominant effect on WE. Mediation analysis confirms that PWB significantly mediates the effect of POS on WE, indicating that organizational support influences engagement more strongly when it enhances employees' psychological well-being. Multi-group analysis further shows differing mechanisms between structural and non-structural positions: for structural employees, PWB serves as the primary pathway, whereas for non-structural employees, POS has a more direct effect on WE. These findings emphasize the importance of organizational support that fosters psychological well-being to strengthen work engagement, while also contributing to theoretical development of engagement within Indonesia's public sector context.

This is an open access article under the [CC BY-SA](https://creativecommons.org/licenses/by-sa/4.0/) license.



Corresponding Author:

Sugiyanto
Department of Magister Psikologi
Universitas Medan Area
sugiyanto.zhaf@gmail.com

1. INTRODUCTION

Human resource management has undergone significant transformation in the last decade, positioning employees not merely as a factor of production, but as strategic human capital that determines organizational sustainability (Fotaki et al., 2023; Vithana et al., 2023). This change demands that organizations not only have a workforce that meets technical specifications, but also individuals who are engaged, meaning fully involved, proactive, and highly committed to performance quality standards (Bakker & Albrecht, 2018; Mandala & Nurendra, 2020). Engagement has been recognized as one of the important predictors of organizational success, encompassing productivity, innovation, and the effectiveness of both public services and businesses (Saks, 2022; Turner, 2020).

The construct of engagement is conceptually divided into two domains: employee engagement and work engagement. Employee engagement focuses on employees' emotional attachment to the organization, while work engagement emphasizes psychological attachment to daily work (Kosaka & Sato, 2020; Schaufeli & Bakker, 2010). Work engagement can be defined as a positive psychological condition characterized by vigor, dedication, and absorption (Mazzetti et al., 2023; Schaufeli et al., 2006). This distinction is important because their determinants are different. Work engagement is more influenced by personal resources such as psychological

well-being, while employee engagement tends to be influenced by structural aspects of the organization (Ding & Wang, 2023; Lee & Jo, 2023).

Despite its recognized significance, global data indicates that work engagement remains a critical issue. A 2023 Gallup survey of 313,105 workers in 139 countries showed that only 23% of the workforce is engaged, while the rest fall into the disengaged or quiet quitting categories (Gallup, 2024; Harter et al., 2024). In Indonesia, the level of disengagement even reaches 74.72%, indicating that the majority of workers have not yet experienced optimal engagement (Andriani et al., 2023). Low engagement has serious implications, ranging from increased burnout and turnover intention to decreased organizational productivity (Darydzaky & Desiana, 2023; Vogel et al., 2022). Conversely, engaged employees have been proven to sustainably increase profitability, customer satisfaction, and organizational effectiveness (Kerdpitak & Jermisittiparsert, 2020; Mazzetti et al., 2023).

Within the framework of the Job Demands-Resources (JD-R) model, it is stated that work engagement is influenced by the balance between job demands and resource availability, one of which is perceived organizational support (POS) (Bakker & Demerouti, 2017; Kurtessis et al., 2017). Perceived organizational support represents the extent to which employees believe the organization values their contributions and cares about their well-being (Eisenberger et al., 2020; Wargoputri et al., 2024). Recent literature indicates that perceived organizational support is positively correlated with engagement because it fosters a sense of fairness, appreciation, and emotional support (Alfes et al., 2019; Park & Kim, 2024). However, some studies report that this relationship is not always significant, particularly in the public sector with strict regulations and high bureaucracy (Husna & Budiono, 2022; Ortiz-Isabeles & García-Avitia, 2021).

This inconsistency in results opens up space for psychological well-being (PWB) as a mediating variable explaining the mechanism of the relationship between perceived organizational support and engagement (Ali et al., 2018; Perwira et al., 2021). Psychological well-being is defined as a state of psychological wellness that includes life satisfaction, positive relationships, autonomy, life purpose, and self-potential development (Lopes & Nihei, 2021; Matud et al., 2019). Individuals with high psychological well-being possess resilience, energy, and optimism that enable more intense engagement in work (H.-Y. Chu & Chan, 2022; Mikus & Teoh, 2022). Previous research findings also confirm that organizational support first enhances psychological well-being, which then drives engagement, with psychological well-being acting as an active mechanism in this process (Ashfaq et al., 2023; Bai et al., 2023). Several cross-context studies support this argument. Ashfaq et al. (2023) found that perceived organizational support only significantly impacts engagement when accompanied by an increase in psychological well-being. Similar findings were reported by Bai et al. (2023) in the context of the Chinese workforce, stating that psychological well-being is an important mediator between organizational support and work engagement. However, other studies still found a direct influence of POS on engagement without mediation (Saks, 2019; Tang et al., 2023). This inconsistency suggests that the relationship between perceived organizational support and work engagement is not universal but contextual, making the testing of psychological well-being as a mediator relevant.

In the Indonesian context, particularly in the public sector such as BPJS Ketenagakerjaan, the issue of engagement is becoming increasingly important. Internal observations indicate low levels of employee enthusiasm and absorption in daily work activities, consistent with Gallup data on high disengagement in Indonesia (Gallup, 2024; Nursanti & Lestari, 2024). As a strategic national social security institution, the success of BPJS heavily relies on employee involvement in providing quality public services amidst high workloads and the demands of service digitalization (Estiningtyas & Nawangsari, 2022; Widiastuti, 2017). This condition makes BPJS Ketenagakerjaan the right context to test the role of psychological well-being mediation in the relationship between perceived organizational support and work engagement.

Research studies that simultaneously integrate perceived organizational support, psychological well-being, and work engagement in the context of public organizations in Indonesia are still limited. Most previous research has focused on the private or health sectors, with simple cross-sectional designs that have not deeply explored psychological mechanisms. Additionally, research in Indonesia has focused more on the bivariate relationship between perceived organizational support and engagement without considering mediating factors, leaving the inconsistency in results unresolved. This condition highlights the need for a more comprehensive approach to understanding the dynamics of work engagement, particularly in the context of public organizations with complex bureaucratic characteristics (Hamid & Ashoer, 2021; Yokozawa & Anh Nguyen, 2024).

This study aims to fill that gap by examining the role of psychological well-being in mediating the relationship between organizational support and work engagement in the BPJS Ketenagakerjaan environment. This organization serves as a relevant example because it operates on a national scale, faces the demands of service digitalization, and has high public expectations regarding service quality. Thus, the findings generated not only contribute to the development of engagement literature but also offer practical implications for formulating human resource management strategies in the public sector (Gulzar et al., 2020; Han, 2023; Kotzé, 2022).

Based on the above description, this study aims to broadly expand understanding of work engagement as influenced by perceived organizational support through the mediation of psychological well-being at BPJS Ketenagakerjaan.

2. RESEARCH METHODS

This study uses a quantitative approach with a cross-sectional design, where data collection is conducted at a single point in time to examine the causal relationships and psychological mechanisms between variables. This approach was chosen because it is suitable for examining complex structural models by incorporating mediating variables within the context of public organizations (Creswell & David Creswell, 2018). The research respondents were 406 employees of BPJS Ketenagakerjaan, spread across Indonesia. The convenience sampling technique was used with inclusion criteria being active employee status and a minimum of five years of service. The questionnaire was distributed via Google Forms, which could only be accessed with a corporate email, ensuring that respondents were truly part of the organization. This research has obtained ethical approval in the form of an official letter from the university to the management of BPJS Ketenagakerjaan, ensuring that the study's implementation meets social research ethical standards.

Three main instruments were used to measure the research variables. First, work engagement was measured based on the framework of Schaufeli et al. (2006), which includes vigor, dedication, and absorption. This scale was adapted into Indonesian by Kristiana et al. (2018), showing an item-total correlation validity of 0.71 and very high reliability ($\alpha = 0.95$). The scale consists of 9 items with a seven-point Likert format (0 = never to 6 = always). An example item is "I am enthusiastic about my work". Second, perceived organizational support (POS) was measured using the basic theory of Eisenberger et al. (1986), which emphasizes two aspects: recognition of contributions and concern for well-being. This instrument was adapted to the Indonesian context by Purwaningrum et al. (2022), with a reliability of $\alpha = 0.951$ and loading factors between 0.647-0.826. The scale consists of 16 items with a five-point Likert response (1 = strongly disagree to 5 = strongly agree). An example item is "the company cares about my job satisfaction." Third, psychological well-being (PWB) was measured using an instrument based on Ryff's (1989) theory, which includes six dimensions: self-acceptance, personal growth, positive relations with others, life purpose, environmental mastery, and autonomy. The Indonesian Language Adaptation Scale was developed by Permatasari and Suhariadi (2019), and was later retested by researchers on 98 employees. From the test results, two items were eliminated, leaving 16 final items with a reliability of $\alpha = 0.929$, AVE = 0.506, and loading factors between 0.586-0.840. The instrument uses a five-point Likert scale (1 = strongly disagree to 5 = strongly agree). An example item is "I am generally able to handle situations that arise".

The adaptation process for the three instruments involved back-translation procedures and content validation thru expert judgment, ensuring the instruments are believed to have semantic equivalence and cultural relevance. This step strengthens the argument for construct validity while also confirming the suitability of using the scale in the Indonesian context.

Data analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4 software. This method was chosen because it can handle non-normal data distributions, complex models, and moderate sample sizes. With 406 respondents, this study has met the "10 times rule," which states that the minimum number of respondents should be ten times the largest number of indicators in the analysis path (Hair et al., 2019). The analysis was conducted in several stages. First, the outer model was evaluated through convergent validity testing (AVE > 0.50), discriminant validity (HTMT < 0.85), and internal reliability (Cronbach's α and $\rho_c > 0.70$). Second, the inner model was tested to check for multicollinearity (VIF < 10), the predictive power of the model (R-square), and predictive relevance (Q-square). Third, hypothesis testing was conducted using the bootstrapping method to estimate the significance of the paths.

The analysis was expanded to specific dimensions of work engagement (vigor, dedication, absorption) to gain a multidimensional understanding. Additionally, multi-group analysis (MGA) was conducted to explore variations in structural relationships based on age group, gender, length of service, and job level. As a step to ensure the validity of comparisons between groups, the measurement invariance of composite models (MICOM) procedure was used, which includes three stages: configural invariance, compositional invariance, and equality of composite mean and variance (Henseler et al., 2016). This approach ensures that detected differences truly reflect substantive variation, not measurement artifacts.

3. RESULT AND ANALYSIS

Table 1. Respondent Demographics

Gender		Amount	Percent
	Male	200	49,26%
	Female	206	50,74%
Age	28 - 43 Years Old (Generation Y)	278	68,47%
	44 - 59 Years Old (Generation X)	128	31,53%
Status	Not Yet Married	96	23,65%
	Married	276	67,98%
	Widower/Widow	34	8,37%
Length of employment	5 - 10 years	155	38,18%
	11 - 20 years	150	36,95%
	> 21 years	101	24,88%
Number of Children	Not yet	115	28,33%
	1 person	72	17,73%
	2 person	124	30,54%
	3 person	73	17,98%
	4 person	19	4,68%
	5 person	3	0,74%
Area of Work	Headquarters	47	11,58%
	Banten Regional Office	20	4,93%
	Banuspa Regional Office	25	6,16%
	DKI Jakarta Regional Office	32	7,88%
	Jawa Barat Regional Office	37	9,11%
	Jawa Tengah & DIY Regional Office	27	6,65%
	Jawa Timur Regional Office	46	11,33%
	Kalimantan Regional Office	30	7,39%
	Sulama Regional Office	33	8,13%
	Sumbagsel Regional Office	28	6,90%
	Sumbagut Regional Office	47	11,58%
	Sumbariau Regional Office	34	8,37%
Total		406	100,00%

This research involved 406 employees of BPJS Ketenagakerjaan, who are spread across various work areas in Indonesia. The composition of respondents is relatively balanced in terms of gender and length of employment. Meanwhile, two-thirds of respondents are married (67.98%) and also belong to Generation Y (68.47%). Respondents were distributed across various organizational units, with the largest representation from Headquarters, North Sumatra, and East Java. This diversity in demographic characteristics strengthens the external validity of the data and ensures that the research results can comprehensively represent the organizational conditions.

This study aims to examine Psychological Well-Being (PWB) as a mediator in the influence of Perceived Organizational Support (POS) on Work Engagement (WE). The evaluation of the outer model begins with testing the contribution of indicators to the construct. The POS construct indicators show loading values below 0.70, namely POS12 (0.265), POS13 (0.345), POS2 (0.439), POS3 (0.323), POS5 (0.381), POS9 (0.415), and POS6 (0.395). Meanwhile, the PWB indicators also show outer values below 0.7, including PWB4 (0.425), PWB8 (0.437), PWB9 (0.485), PWB11 (0.404), PWB13 (0.365), PWB15 (0.118), and PWB16 (0.209), so they were eliminated to maintain convergent validity. After going through the elimination process, all indicators from each construct have outer loading values higher than 0.70. This value confirms that the indicators used are able to strongly represent the construct, in accordance with the recommendation (Hair et al., 2017).

Table 2. Final Outer Loading Results

Item	Outer Loading	Item	Outer Loading	Item	Outer Loading
WE1	0.918	POS1	0.874	PWB1	0.701
WE2	0.941	POS10	0.856	PWB10	0.798
WE3	0.921	POS11	0.893	PWB12	0.788
WE4	0.884	POS14	0.888	PWB14	0.810
WE5	0.889	POS15	0.896	PWB2	0.743
WE6	0.918	POS16	0.900	PWB3	0.853
WE7	0.909	POS4	0.857	PWB5	0.832
WE8	0.774	POS7	0.859	PWB6	0.846
WE9	0.847	POS8	0.879	PWB7	0.852

The consistency of the construct is further ensured by excellent reliability results. The composite reliability values for all three constructs are above 0.90 (WE = 0.972; POS = 0.968; PWB = 0.942), far exceeding the minimum threshold of 0.70. Cronbach's alpha, which is above 0.90, confirms the internal stability of the instrument. Average variance extracted (AVE) also meets the criteria for convergent validity because all constructs have values above 0.50. Discriminant validity testing was conducted using HTMT and the Fornell-Larcker criterion. Table 4 shows that the HTMT values between POS and WE are 0.822, POS and PWB 0.884, and PWB and WE 0.898. These figures are still below the conservative threshold of 0.90, so it can be concluded that the constructs do not overlap excessively (Henseler et al., 2015). Additionally, the square root of the AVE for each construct is higher than the correlation with other constructs, strengthening the evidence for discriminant validity. The model was also tested using the standardized root mean square residual (SRMR), which yielded a value of 0.046, well below the threshold of 0.08 (Hair et al., 2017). This result indicates that the model has a good fit with the empirical data.

Table 3. Reliability, AVE, and SRMR Results

	Cronbach's Alpha	Composite Reliability	AVE	SRMR
WE	0.967	0.972	0.793	
POS	0.963	0.968	0.771	0.046
PWB	0.931	0.942	0.646	

Table 4. HTMT Results

	WE	POS	PWB
WE			
POS	0.822		
PWB	0.898	0.884	

Evaluation of the inner model shows that the structural relationships between constructs can be strongly explained. The variance inflation factor (VIF) for all indicators is below the threshold of 10, indicating no symptoms of multicollinearity (Hair et al., 2022). Based on Table 5, the R-squared value indicates that POS explains 70.4% of the variance in PWB (0.704), while the combination of POS and PWB explains 75.5% of the variance in WE (0.755). Based on the classification, this figure falls into the substantial category. Additionally, the Q-square values of 0.702 for PWB and 0.630 for WE are greater than zero, indicating that the model has strong predictive relevance. Effect size analysis (F-square) shows differences in the contribution of each variable. POS has a very large influence on PWB (2.377), but its influence on WE is relatively small (0.076). Conversely, PWB makes a significant contribution to WE with an F-square of 0.509. This finding clarifies that psychological well-being is the dominant pathway through which perceived organizational support influences work engagement. In other words, organizational support does play a direct and important role, but the strongest contribution occurs when that support enhances employees' psychological well-being, which in turn fosters work engagement.

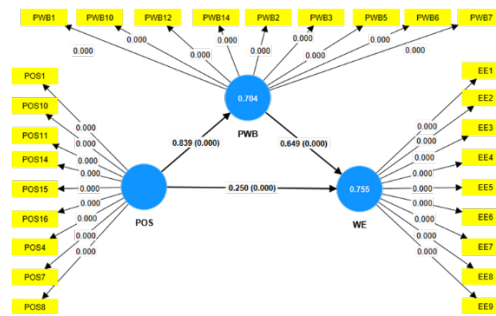


Figure 1. Model Test Diagram

Table 5. F-Square, R-Square, and Q-Square Values

Variable	R-square	R-square adjusted	Q-Square	F-Square	
				WE	PWB
WE	0.755	0.754	0.630		
PWB	0.704	0.703	0.702	0.509	
POS				0.076	2.377

Path coefficient analysis shows all relationships are significant. POS has a positive effect on WE ($\beta = 0.250$; $t = 4.692$; $p < 0.001$), POS has a strong effect on PWB ($\beta = 0.839$; $t = 42.229$; $p < 0.001$), and PWB has a positive effect on WE ($\beta = 0.649$; $t = 12.646$; $p < 0.001$). These values confirm that the research hypothesis is empirically supported. Furthermore, the indirect effect indicates that POS significantly influences WE thru PWB ($\beta = 0.544$; $t = 11.712$; $p < 0.001$). The total effect of POS on WE reaches $\beta = 0.794$, indicating partial mediation, where POS not only directly increases WE but also more strongly thru PWB.

Table 6. Path Coefficient Values

Direct Effect	β	T-statistics	P-values	Description
POS -> WE	0.250	4.692	0.000	Significant
POS -> PWB	0.839	42.229	0.000	Significant
PWB -> WE	0.649	12.646	0.000	Significant

Table 7. Specific Indirect Effect Values

Indirect Effect	β	T-statistics	P-values	Description
POS -> PWB -> WE	0.544	11.712	0.000	Significant

Table 8. Total Direct Effect

Total Direct Effect	β	T-statistics	P-values	Description
POS -> WE	0.794	36.261	0.000	Significant
POS -> PWB	0.839	42.229	0.000	Significant
PWB -> WE	0.649	12.646	0.000	Significant

Work engagement was further analyzed into three main dimensions: vigor, dedication, and absorption, where its reliability remained well-maintained. Cronbach's alpha exceeded 0.87 overall, composite reliability was above 0.92, and AVE exceeded 0.64. However, discriminant validity tests revealed something interesting. The HTMT values between dedication to vigor reached 1.016, dedication to absorption was 0.973, and vigor to absorption was 0.951. These figures clearly exceed the conservative limit of 0.85 and even the moderate limit of 0.90, so it can be concluded that respondents found it difficult to clearly distinguish between the three dimensions. Empirically, work engagement in this context appears unidimensional, although multidimensional analysis is still maintained to examine the details of each aspect's contribution.

Table 9. HTMT Multidimensional Work Engagement

Konstruk	Absorption	Dedication	POS	PWB	Vigor
Absorption					
Dedication	0.973				
POS	0.830	0.823			
PWB	0.904	0.882	0.884		
Vigor	0.951	1.016	0.795	0.889	

The results of the structural path analysis show a consistent pattern. POS has a significant influence on all three aspects of work engagement, with the greatest impact being on dedication ($\beta = 0.288$; $t = 4.981$; $p < 0.001$). Meanwhile, PWB plays a dominant role in influencing vigor ($\beta = 0.689$; $t = 12.769$; $p < 0.001$). When tested further, the mediation path showed that PWB mediates the influence of POS on all dimensions of WE. The greatest mediation occurred on vigor with a coefficient of $\beta = 0.578$ ($t = 11.727$; $p < 0.001$). In total, POS is the strongest driver of dedication ($\beta \text{ total} = 0.773$), while PWB remains the primary predictor of vigor ($\beta = 0.689$). These findings suggest distinct functions where organizational support primarily fosters loyalty and dedication, while psychological well-being fuels daily work energy.

Table 10. F-Square, R-Square, Q-Square Values

Konstruk	R-square	F-square POS	F-square PWB	Q-square Predict
Absorption	0.694	0.061	0.364	0.581
Dedication	0.697	0.081	0.328	0.595
Vigor	0.721	0.036	0.506	0.578
PWB	0.703	2.366	-	0.700

Table 11. Path Coefficient Direct Effect

Direct Effect	β (O)	T-statistik	P-value
POS → Absorption	0.250	4.002	0.000
POS → Dedication	0.288	4.981	0.000
POS → Vigor	0.184	3.210	0.001
POS → PWB	0.839	42.037	0.000
PWB → Absorption	0.613	9.996	0.000
PWB → Dedication	0.579	10.490	0.000
PWB → Vigor	0.689	12.769	0.000

Multi-group analysis (MGA) testing shows a more diverse picture. In the gender group, the MICOM results showed that POS and PWB met the invariance criteria, while WE only partially did. However, cross-gender comparisons did not find significant differences, either directly or indirectly. In other words, men and women view and experience the patterns of relationships between variables in a relatively similar way. Almost the same results also emerged in the generational comparison. The POS construct passed the invariance test while the PWB did not, and WE returned partially. However, the difference in paths between Generation X and Y is also not significant. This indicates that despite employees being of different ages, their interpretation of organizational support, well-being, and engagement tends to be homogeneous. Meanwhile, analysis based on length of service yielded findings that require more cautious interpretation. The WE construct did not fully pass the invariance test when comparing Group 1 (5–10 years) with Group 2 (11–20 years), although other comparisons did pass. Further path analysis showed no significant difference in the effect of POS on PWB between groups. However, the meaning of support seems to differ in each career phase. For new employees with 5–10 years of experience, organizational support is seen as a form of recognition and security. For employees with 11–20 years of experience, support is interpreted more as a long-term benefit and appreciation for loyalty. Meanwhile, for those who have worked for more than 21 years (Group 3), organizational support is primarily understood in the context of psychological well-being and recognition of service.

Table 12. Multi-group Analysis Gender

Path Coefficient	Male	Female	Difference	p	Description
POS -> WE	0.264	0.234	0.030	0.792	Not significant
POS -> PWB	0.808	0.868	-0.060	0.119	Not significant
PWB -> WE	0.643	0.658	-0.016	0.882	Not significant
POS -> PWB -> WE	0.519	0.572	-0.052	0.605	Not significant
POS -> WE (Total)	0.783	0.805	-0.022	0.610	Not significant
POS -> PWB (Total)	0.808	0.868	-0.060	0.119	Not significant
PWB -> WE (Total)	0.643	0.658	-0.016	0.882	Not significant

Table 13. Multi-group Analysis by Age (Generation)

Path Coefficient	Gen X	Gen Y	Difference	p	Description
POS -> WE	0.248	0.257	0.008	0.957	Not significant

Table 14. Multi-group Analysis of Work Experience

Path Coefficient	Group A	Group B	Diff	P-value	Description
POS→PWB	Kel 1	Kel 2	-0,01	0,809	Not significant
POS→PWB	Kel 2	Kel 3	0,083	0,128	Not significant
POS→PWB	Kel 3	Kel 1	-0,073	0,211	Not significant

The more obvious differences are seen in job groups. The structural job groups are head of division, head of branch, regional deputy head, regional deputy, and field deputy. The non-structural job groups are planners and functional positions. Most constructs meet the criteria for invariance, although some are only partially invariant. MGA analysis revealed that the POS path to WE was stronger for non-structural employees ($\beta=0.322$) compared to structural employees ($\beta=0.078$; $p=0.037$). Conversely, for structural employees, the POS path to PWB was much stronger ($\beta=0.903$) than for non-structural employees ($\beta=0.799$; $p=0.005$), and ultimately PWB became the main predictor of engagement ($\beta=0.829$; $p=0.025$). The POS→PWB→WE mediation effect was also greater in the structural group ($\beta=0.749$; $p=0.005$). This pattern illustrates that for non-structural employees, organizational support can directly foster engagement, while for structural employees, psychological well-being serves as the main bridge to transform support into work attachment.

Table 15. Feasibility of MICOM by Department Group

Konstruk	Step-2 (compositional invariance)			Step-3 (Composite Equality)		Results	
	OC	CP	p	Permutation p-value			
				Mean	Variance		
WE	1.000	1.000	0.710	0.777	0.866	Passed	
POS	1.000	1.000	0.100	0.007	0.225	Partial	Partial Invariance
PWB	1.000	1.000	0.150	0.430	0.170	Passed	

Table 16. Multi-group Analysis by Department

Path Coefficient	Non Struk	Struktural	Difference	p	Description
POS -> WE	0.322	0.078	-0.244	0.037	Significant
POS -> PWB	0.799	0.903	0.104	0.005	Significant
PWB -> WE	0.577	0.829	0.252	0.025	Significant
POS -> PWB -> WE	0.461	0.749	-0.288	0.005	Significant
POS -> WE (Total)	0.783	0.827	-0.044	0.301	Not significant
POS -> PWB (Total)	0.799	0.903	-0.104	0.005	Significant
PWB -> WE (Total)	0.577	0.829	-0.252	0.025	Significant

Multi-group analysis confirms that most demographic characteristics do not cause significant variation in model relationships except at the job level. At this point, organizations need to understand that the engagement patterns formed are different, with non-structural employees responding more quickly to organizational support in improving engagement, while structural employees require solid psychological well-being for support to be truly internalized in the form of work involvement.

Discussion

The relationship between perceived organizational support (POS) and work engagement (WE) shows that organizational support is an important work resource that fosters employees' emotional connection to their work. Although the direct path from POS to WE in the empirical model is relatively small, its significance still confirms that employees who feel valued and supported will express higher levels of vigor, dedication, and absorption, as also understood within the Job Demands Resources framework and work engagement studies (Ortiz-Isabeles & García-Avitia, 2021; Schaufeli, 2018). This is consistent across various industrial contexts, including the service sector, education, and government, where positive organizational support has been shown to reduce burnout and disengagement, while simultaneously increasing affective loyalty (Maan et al., 2020; Tang et al., 2023). Thus, although the direct effect of POS is small, it still serves as an initial trigger for engagement that is subsequently reinforced by other psychological mechanisms.

Furthermore, this study confirms that psychological well-being (PWB) is a dominant mediator bridging the influence of perceived organizational support on work engagement. This model shows that perceived organizational support enhances employees' psychological well-being, which then triggers more stable and deeper

work engagement. This aligns with Organizational Support Theory and JD-R, which position psychological well-being as a personal resource that strengthens employees' motivation and capacity to engage (Eisenberger et al., 2016, 2020). In other words, the path of psychological well-being mediation is not merely additive, but rather becomes a core mechanism, as confirmed by recent empirical studies in various public and private organizations (Taneu & Yuliasesti DS, 2023; Zhang, 2024). This finding also contributes theoretically by showing that psychological well-being is not merely a passive consequence, but an active mechanism that transforms support into attachment.

Empirical results on organizational support for psychological well-being show that tangible organizational support including fairness, recognition, and a sense of being respected is able to improve the quality of employees' psychological well-being. This support acts as a buffer against work stress, emotional burden, and burnout, which are common experiences in modern organizations (Hati & Syahrizal, 2023; Rahmi & Cucuani, 2022; Tsachouridi & Nikandrou, 2022). In the context of public service, management attention and support provide a sense of psychological safety, making employees feel valued in achieving both personal and professional goals (Dara et al., 2025). This context confirms that organizations that balance work demands with internal support tend to have employees who are more psychologically well-being, and consequently, more committed to their work.

The relationship between psychological well-being and work engagement highlights the important role of psychological factors in maintaining engagement. Employees in a psychologically healthy condition are more capable of maintaining vigor, dedication, and deep absorption in their work. According to the literature on positive organizational psychology, PWB is viewed as a motivational engine that sustains work engagement, in both private and public organizational contexts (Knight et al., 2017; Wati & Aulia, 2021). Especially in the post-pandemic condition, the balance between work demands and personal recovery space, such as through flexible work arrangements, has been proven to support higher engagement by reducing burnout (Chu et al., 2022). This finding reinforces the view that well-being is a key prerequisite for sustained engagement.

Multidimensional work engagement (vigor, dedication, absorption) shows different responses to psychological mechanisms. This research confirms that vigor is often the most responsive aspect to psychological resources, reflected in daily performance (Mazzetti et al., 2023). However, there is also empirical evidence that in homogeneous organizational contexts, these three aspects tend to intertwine, making it difficult to separate them purely (Freire et al., 2019; Kristiana et al., 2018). This has theoretical implications that although aspectual distinctions remain important for intervention, work engagement should be viewed as a unified construct influencing performance. Thus, an effective organizational support design will drive improvements in all three aspects, with vigor as an early signal of improvement.

Multigroup analysis (MGA) reveals interesting differences based on job level. The results show that non-structural employees respond more quickly to organizational support with increased engagement, while structural employees are more dependent on psychological well-being as a mediator of support into engagement (de Moraes et al., 2023; Malik & Malik, 2021). This finding can be explained by role overload theory, where structural employees face management demands and subordinate expectations, making psychological stability more important for their engagement (Groulx et al., 2024). Conversely, non-structural employees, whose positions are relatively more operational, require more direct support to feel engaged. This confirms the need for different intervention strategies based on job level. Deeper still, MGA shows that structural leaders are not only recipients of support, but also agents who channel well-being to the team. This condition aligns with the literature that leaders caught between management demands and team expectations are vulnerable to stress that disrupts mental health, thus management support serves as a buffer against this pressure (Octavia et al., 2022; Wittmers & Maier, 2023). This sensitivity increases with age and seniority, demonstrating the dynamic that the need for support is actually greater at high levels of responsibility. Thus, differences in organizational roles influence how support and well-being contribute to work engagement.

The implications of this research for public organizations like BPJS Ketenagakerjaan are twofold. Theoretically, this research strengthens the POS PWB WE model by confirming that psychological well-being is a dominant and universal mediator, but with path differentiation at the job level. This is a major novelty claim that adds to the understanding in the global literature. Practically speaking, BPJS needs to strengthen the organizational support architecture that delivers welfare, through clear roles, fair processes, access to resources, and systematic mental health programs. Interventions for non-structural employees should emphasize tangible support such as recognition and coaching, while for structural employees, channels for psychological recovery, decision-making consultation, and communities of practice need to be provided. Thus, perceived organizational support not only reduces stress but also fosters sustainable engagement, ultimately enhancing the quality of public service and institutional competitiveness in the era of modern organizational change.

The limitations of this study lie in the use of a cross-sectional design, which limits the ability to draw causal conclusions between variables, making the relationships between constructs more associative than cause-and-effect. Additionally, the data was obtained through a single questionnaire using the self-report method, which has the potential to introduce respondent perception bias and common method bias. The results of the

multidimensional work engagement analysis also show overlap between the vigor, dedication, and absorption aspects, so the interpretation of the multidimensional results needs to be done carefully because empirically it tends to be unidimensional in this population. Another limitation is the lack of significant differences found between gender and generational groups, even though the sample structure is more dominated by Generation Y, resulting in less even representation of intergenerational heterogeneity. Further research is suggested to use a longitudinal design to confirm causal relationships, incorporate mixed measurement methods such as interviews or observations to minimize bias, and expand the sample across sectors and cultures to make the findings more generalizable. In addition, other antecedent factors of work engagement also need to be researched on other job demands such as workload, emotional load, and other cognitive loads. Likewise, the impact factors of work engagement on the organization, such as performance and burnout.

4. CONCLUSION

This study shows that perceived organizational support significantly influences work engagement, both directly and through psychological well-being as a mediator. This mediation path is proven to be more dominant than the direct influence of perceived organizational support on work engagement, confirming that psychological well-being is a core mechanism in strengthening work engagement. Additionally, the multidimensional results show that the vigor aspect is more responsive to psychological well-being, although empirically the three engagement aspects tend to overlap and are perceived as a relatively unidimensional construct. The theoretical contribution of this research lies in strengthening the Job Demands Resources (JD-R) model and Organizational Support Theory with empirical evidence from the Indonesian public organizational context. This research clarifies that PWB is not only an outcome, but also an active personal resource that transforms organizational support into work energy and engagement. The finding of path differentiation based on job title also expands the literature by adding a new perspective that structural and non-structural positions have different engagement mechanisms. Overall, this study enriches academic understanding of the relationship between perceived organizational support, psychological well-being, and work engagement, while also confirming the importance of psychological well-being as a foundation for work engagement in high-demand organizations. Thus, these results not only address the research gap regarding the role of psychological well-being mediation but also provide a scientific basis for developing more adaptive human resource management models in the public sector and other sectors with similar characteristics.

5. REFERENCES

- [1] Alfes, K., Shantz, A. D., Bailey, C., Conway, E., Monks, K., & Fu, N. (2019). Perceived human resource system strength and employee reactions toward change: Revisiting human resource's remit as change agent. *Human Resource Management*, 58(3). <https://doi.org/10.1002/hrm.21948>
- [2] Ali, F. H., Rizavi, S. S., Ahmed, I., & Rasheed, M. (2018). Effects of perceived organizational support on organizational citizenship behavior-Sequential mediation by well-being and work engagement. *Journal of the Punjab University Historical Society*, 31(2).
- [3] Andriani, R., Disman, D., Ahman, E., & Santoso, B. (2023). Empirical Effects of Work Environment, Job Satisfaction and Work Engagement on Turnover Intention in Hospitality Industry. *Jurnal Aplikasi Bisnis Dan Manajemen*, 9(1), 129-140. <https://doi.org/10.17358/jabm.9.1.129>
- [4] Ashfaq, F., Abid, G., Ilyas, S., & Binte Mansoor, K. (2023). Perceived organisational support and work engagement among health sector workers during the COVID-19 pandemic: A multicentre, time-lagged, cross-sectional study among clinical hospital staff in Pakistan. *BMJ Open*, 13(6). <https://doi.org/10.1136/bmjopen-2022-065678>
- [5] Bai, N., Yan, Z., & Othman, R. (2023). The moderating effect of perceived organizational support: The impact of psychological capital and bidirectional work-family nexuses on psychological wellbeing in tourism. *Frontiers in Psychology*, 14. <https://doi.org/10.3389/fpsyg.2023.1064632>
- [6] Bakker, A. B., & Albrecht, S. (2018). Work engagement: current trends. In *Career Development International* (Vol. 23, Issue 1). <https://doi.org/10.1108/CDI-11-2017-0207>
- [7] Bakker, A. B., & Demerouti, E. (2017). Job demands-resources theory: Taking stock and looking forward. *Journal of Occupational Health Psychology*, 22(3). <https://doi.org/10.1037/ocp0000056>
- [8] Chu, A. M. Y., Chan, T. W. C., & So, M. K. P. (2022). Learning from work-from-home issues during the COVID-19 pandemic: Balance speaks louder than words. *PLoS ONE*, 17(1 January). <https://doi.org/10.1371/journal.pone.0261969>
- [9] Chu, H.-Y., & Chan, H.-S. (2022). Loneliness and Social Support among the Middle-Aged and Elderly People with Visual Impairment. *International Journal of Environmental Research and Public Health*, 19(21), 14600. <https://doi.org/10.3390/ijerph192114600>
- [10] Creswell, J. W., & David Creswell, J. (2018). *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches*.
- [11] Dara, D., Febriantina, S., & Suwatno, S. (2025). Enhancing well-being in hybrid work: the crucial role of organizational support for Indonesia's State Civil Apparatus. *Cogent Psychology*, 12(1). <https://doi.org/10.1080/23311908.2025.2454084>
- [12] Darydzaky, A. N., & Desiana, P. M. (2023). The Mediating Effect of Sleep Quality and Burnout Toward Work Engagement among Healthcare Worker. *Jurnal Manajemen Teori Dan Terapan | Journal of Theory and Applied Management*, 16(1), 179-195. <https://doi.org/10.20473/jmtt.v16i1.41036>
- [13] De Moraes, R. M., Istoe, R. S. C., & Miranda, V. A. (2023). How political skill and work engagement differ by hierarchical level: Evidence from Brazil. *Revista Brasileira de Gestao de Negocios*, 25(4), 533-550. <https://doi.org/10.7819/rbgn.v25i4.4242>
- [14] Ding, M., & Wang, C. (2023). Can public service motivation increase work engagement?—A meta-analysis across cultures. In *Frontiers in Psychology* (Vol. 13). <https://doi.org/10.3389/fpsyg.2022.1060941>
- [15] Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived Organizational Support. *Handbook of Employee Commitment*, 71(3), 500-507. <https://doi.org/10.4337/9781803921761.00095>
- [16] Eisenberger, R., Malone, G. P., & Presson, W. D. (2016). Optimizing Perceived Organizational Support to Enhance Employee Engagement. In *Society for Human Resource Management and Society for Industrial and Organizational Psychology* (Vol. 2).
- [17] Eisenberger, R., Rhoades Shanock, L., & Wen, X. (2020). Perceived Organizational Support: Why Caring about Employees Counts. In *Annual Review of Organizational Psychology and Organizational Behavior* (Vol. 7). <https://doi.org/10.1146/annurev-orgpsych-012119-044917>
- [18] Estiningtyas, N. D., & Nawangsari, E. R. (2022). KUALITAS PELAYANAN BPJS KETENAGAKERJAAN CABANG KARIMUNJAWA SURABAYA DENGAN ANALISIS SERVQUAL. *Dinamika: Jurnal Ilmiah Ilmu Administrasi Negara*, 9(2). <https://doi.org/10.25157/dak.v9i2.7980>
- [19] Fotaki, M., Kourtis, A., & Markellos, R. (2023). Human resources turnover as an asset acquisition and divestiture process: Evidence from the U.K. football industry. *International Journal of Finance and Economics*, 28(3). <https://doi.org/10.1002/ijfe.2558>
- [20] Freire, C., Ferradás, M. D. M., Núñez, J. C., Valle, A., & Vallejo, G. (2019). Eudaimonic well-being and coping with stress in university students: The mediating/moderating role of self-efficacy. *International Journal of Environmental Research and Public Health*, 16(1). <https://doi.org/10.3390/ijerph16010048>

- [21] Gallup. (2024). Explore Employee Engagement Trends From Around the World. Gallup.Com. <https://www.gallup.com/394373/indicator-employee-engagement.aspx>
- [22] Groulx, P., Maisonneuve, F., Harvey, J. F., & Johnson, K. J. (2024). The ripple effect of strain in times of change: how manager emotional exhaustion affects team psychological safety and readiness to change. *Frontiers in Psychology*, 15. <https://doi.org/10.3389/fpsyg.2024.1298104>
- [23] Gulzar, S., Ghauri, S., Abbas, Z., Hussain, K., & Jibril, A. B. (2020). “Antecedents of employee wellbeing in the banking sector: The moderating role of working environment.” *Problems and Perspectives in Management*, 18(4). [https://doi.org/10.21511/ppm.18\(4\).2020.36](https://doi.org/10.21511/ppm.18(4).2020.36)
- [24] Hair, J. F., Hult, G. T. ., Ringle, C. ., & Sarstedt, M. (2019). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM) Second Edition. A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM) Second Edition (2 ed.)*. In Sage.
- [25] Hair, J. F., Hult, G. T. M., & Ringle, C. M. (2017). *A primer on partial least squares structural equation modeling (PLS-SEM)*.
- [26] Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2022). *A Primer on Partial Least Squares Structural Equation Modeling*. In Sage Publication (Issues 1-2). Sage Publication. <https://doi.org/10.1016/j.lrp.2013.01.002>
- [27] Hamid, H., & Ashoer, M. (2021). Determinant and Consequence of Civil Servant Engagement: A Mediated-Moderated Study. *Jurnal Manajemen*, 25(1). <https://doi.org/10.24912/jm.v25i1.701>
- [28] Han, S. (2023). Nurses’ job crafting, work engagement, and well-being: a path analysis. *BMC Nursing*, 22(1). <https://doi.org/10.1186/s12912-023-01573-6>
- [29] Harter, J. K., Tatel, C. E., Agrawal, S., Anthony Blue, M., Stephanie Plowman, M. K., Jim Asplund, M., Sabrina Yu, M., & Andy Kemp, M. (2024). *The Relationship Between Engagement at Work and Organizational Outcomes Q 12® Meta-Analysis: 11 th Edition*.
- [30] Hati, P. S., & Syahrizal, S. (2023). The Mediating Role of Psychological Capital: Perceived Organizational Support and Well-Being. *Human Resource Management Studies*, 3(4). <https://doi.org/10.24036/hrms.v3i4.302>
- [31] Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the Academy of Marketing Science*, 43(1). <https://doi.org/10.1007/s11747-014-0403-8>
- [32] Henseler, J., Ringle, C. M., & Sarstedt, M. (2016). Testing measurement invariance of composites using partial least squares. *International Marketing Review*, 33(3). <https://doi.org/10.1108/IMR-09-2014-0304>
- [33] Husna, R. A., & Budiono. (2022). Pengaruh Perceived Organizational Support Dan Work Environment Terhadap Employee Performance Melalui Employee Engagement. *Jurnal Ilmu Manajemen*, 10(2020), 648–662.
- [34] Kerdpitak, C., & Jermisitparsert, K. (2020). The impact of human resource management practices on competitive advantage: Mediating role of employee engagement in Thailand. *Systematic Reviews in Pharmacy*, 11(1). <https://doi.org/10.5530/srp.2020.1.56>
- [35] Knight, C., Patterson, M., & Dawson, J. (2017). Building work engagement: A systematic review and meta-analysis investigating the effectiveness of work engagement interventions. *Journal of Organizational Behavior*, 38(6). <https://doi.org/10.1002/job.2167>
- [36] Kosaka, D., & Sato, H. (2020). Employee engagement and work engagement. *Annals of Business Administrative Science*, 19(6), 227–239. <https://doi.org/10.7880/abas.0200911a>
- [37] Kotzé, M. (2022). The relationship between public service employees’ personal resources and psychological well-being. *International Review of Administrative Sciences*, 88(3). <https://doi.org/10.1177/0020852320985926>
- [38] Kristiana, I. F., Fajrianti, & Purwono, U. (2018). ANALISIS RASCH DALAM UTRECHT WORK ENGAGEMENT SCALE-9 (UWES-9) VERSI BAHASA INDONESIA (Vol. 17, Issue 2).
- [39] Kurtessis, J. N., Eisenberger, R., Ford, M. T., Buffardi, L. C., Stewart, K. A., & Adis, C. S. (2017). Perceived Organizational Support: A Meta-Analytic Evaluation of Organizational Support Theory. *Journal of Management*, 43(6). <https://doi.org/10.1177/0149206315575554>
- [40] Lee, D. Y., & Jo, Y. (2023). The job demands-resource model and performance: the mediating role of employee engagement. *Frontiers in Psychology*, 14. <https://doi.org/10.3389/fpsyg.2023.1194018>
- [41] Lopes, A. R., & Nihei, O. K. (2021). Depression, anxiety and stress symptoms in Brazilian university students during the COVID-19 pandemic: Predictors and association with life satisfaction, psychological well-being and coping strategies. *PLoS ONE*, 16(10 October). <https://doi.org/10.1371/journal.pone.0258493>

- [42] Maan, A. T., Abid, G., Butt, T. H., Ashfaq, F., & Ahmed, S. (2020). Perceived organizational support and job satisfaction: a moderated mediation model of proactive personality and psychological empowerment. *Future Business Journal*, 6(1). <https://doi.org/10.1186/s43093-020-00027-8>
- [43] Malik, P., & Malik, P. (2021). Investigating the impact of knowledge sharing system on workplace deviance: a moderated mediated process model in Indian IT sector. *Journal of Knowledge Management*, 25(8). <https://doi.org/10.1108/JKM-07-2020-0567>
- [44] Mandala, C. I., & Nurendra, A. M. (2020). Tuntutan Pekerjaan dan Keterikatan Kerja pada Karyawan Bank: Peran Efikasi Diri sebagai Moderator. *Psikologika: Jurnal Pemikiran Dan Penelitian Psikologi*, 25(2), 291–304. <https://doi.org/10.20885/psikologika.vol25.iss2.art9>
- [45] Matud, M. P., López-Curbelo, M., & Fortes, D. (2019). Gender and psychological well-being. *International Journal of Environmental Research and Public Health*, 16(19). <https://doi.org/10.3390/ijerph16193531>
- [46] Mazzetti, G., Robledo, E., Vignoli, M., Topa, G., Guglielmi, D., & Schaufeli, W. B. (2023). Work Engagement: A meta-Analysis Using the Job Demands-Resources Model. In *Psychological Reports* (Vol. 126, Issue 3). <https://doi.org/10.1177/00332941211051988>
- [47] Mikus, K., & Teoh, K. R. H. (2022). Psychological Capital, future-oriented coping, and the well-being of secondary school teachers in Germany. *Educational Psychology*, 42(3). <https://doi.org/10.1080/01443410.2021.1954601>
- [48] Nursanti, T. D., & Lestari, F. (2024). Work Engagement Among Post-Millennial Generation in Jakarta: Examining Work-Life Balance and Work Values Dynamics. *Jurnal Manajemen Bisnis Dan Kewirausahaan*, 8(5), 1220–1234. <https://doi.org/10.24912/jmbk.v8i5.30411>
- [49] Octavia, J., Prihadi, K. D., Yeoh, H. C., & Purwaningtyas, E. K. (2022). They can handle it, they are leaders: a look into organizational leaders' mental health. *International Journal of Public Health Science*, 11(4). <https://doi.org/10.11591/ijphs.v11i4.21719>
- [50] Ortiz-Isabeles, C. J., & García-Avitia, C. A. (2021). Relationship between perceived organizational support and work engagement in Mexican workers. *Psicogente*, 24(45). <https://doi.org/10.17081/psico.24.45.4084>
- [51] Park, J., & Kim, J. (2024). The Relationship between Perceived Organizational Support, Work Engagement, Organizational Citizenship Behavior, and Customer Orientation in the Public Sports Organizations Context. *Behavioral Sciences*, 14(3). <https://doi.org/10.3390/bs14030153>
- [52] Permatasari, W. Y., & Suhariadi, F. (2019). Leader-member exchange affects work engagement: The role of psychological well-being mediation. *Psikohumaniora*, 4(1), 95–114. <https://doi.org/10.21580/pjpp.v4i1.3360>
- [53] Perwira, L. T., Aulia, A., & Jocom, C. O. (2021). Are Love of Work, Perceived Organizational Support, and Psychological Well-Being Predictors of Work Engagement? *Journal of Educational, Health and Community Psychology*, 10(4), 673. <https://doi.org/10.12928/jehcp.v10i4.20789>
- [54] Purwaningrum, E. K., Suhariadi, F., & Fajrianti. (2022). Participation and Commitment to Change on Middle Managers in Indonesia: The Role of Perceived Organizational Support as Mediator. *Global Business Review*, 23(5), 1218–1235. <https://doi.org/10.1177/0972150919892371>
- [55] Rahmi, T., & Cucuani, H. (2022). Perceived Organizational Support, Well-being and Work Engagement of Working Mother during Covid-19 Pandemic. <https://doi.org/10.5220/0011094300003368>
- [56] Ringle, C. M., Wende, S., & Becker, J.-M. (2022). SmartPLS 4. SmartPLS GmbH.
- [57] Ryff, C. D. (1989). Happiness is everything, or is it? Explorations on the meaning of psychological well-being. *Journal of Personality and Social Psychology*, 57(6). <https://doi.org/10.1037/0022-3514.57.6.1069>
- [58] Saks, A. M. (2019). Antecedents and consequences of employee engagement revisited. *Journal of Organizational Effectiveness*, 6(1). <https://doi.org/10.1108/JOEPP-06-2018-0034>
- [59] Saks, A. M. (2022). Caring human resources management and employee engagement. *Human Resource Management Review*, 32(3). <https://doi.org/10.1016/j.hrmr.2021.100835>
- [60] Schaufeli, W. B. (2018). Work engagement in Europe: Relations with national economy, governance and culture. *Organizational Dynamics*, 47(2). <https://doi.org/10.1016/j.orgdyn.2018.01.003>
- [61] Schaufeli, W. B., & Bakker, A. B. (2010). Defining and measuring work engagement: Bringing clarity to the concept. In *Work Engagement: A Handbook of Essential Theory and Research*.
- [62] Schaufeli, W. B., Bakker, A. B., & Salanova, M. (2006). The measurement of work engagement with a short questionnaire: A cross-national study. *Educational and Psychological Measurement*, 66(4). <https://doi.org/10.1177/0013164405282471>
- [63] Taneu, N., & Yuliasesti DS, R. E. (2023). Work Engagement: Psychological Well-Being dan Perceived Organizational Support Perawat di Daerah 3T. *Psyche 165 Journal*. <https://doi.org/10.35134/jpsv165.v16i3.264>
- [64] Tang, Y., Wang, Y., Zhou, H., Wang, J., Zhang, R., & Lu, Q. (2023). The relationship between psychiatric nurses' perceived organizational support and job burnout: Mediating role of psychological capital. *Frontiers in Psychology*, 14(February), 1–12. <https://doi.org/10.3389/fpsyg.2023.1099687>

- [65] Tsachouridi, I., & Nikandrou, I. (2022). PERCEIVED ORGANIZATIONAL SUPPORT AND OUTCOMES: A VIEW THROUGH THE LENS OF THE GROUP ENGAGEMENT MODEL, THE ROLE OF IDENTIFICATION, PRIDE AND RESPECT. In *Corporate Governance and Organizational Behavior Review* (Vol. 6, Issue 2 Special Issue). <https://doi.org/10.22495/cgobrv6i2sip1>
- [66] Turner, P. (2020). Employee engagement and the employee experience. In *Employee Engagement in Contemporary Organizations: Maintaining High Productivity and Sustained Competitiveness*. In Springer Nature (pp. 1-26).
- [67] Vithana, K., Jayasekera, R., Choudhry, T., & Baruch, Y. (2023). Human Capital resource as cost or investment: A market-based analysis. *International Journal of Human Resource Management*, 34(6). <https://doi.org/10.1080/09585192.2021.1986106>
- [68] Vogel, R. M., Rodell, J. B., & Agolli, A. (2022). Daily Engagement and Productivity: The Importance of the Speed of Engagement. *Journal of Applied Psychology*, 107(9). <https://doi.org/10.1037/apl0000958>
- [69] Wargoputri, A. I., Sri, R., Wahyuningsih, H., & Surwanti, A. (2024). OPTIMIZING JOB PERFORMANCE THROUGH PERCEIVED ORGANIZATIONAL SUPPORT AND SELF EFFICACY: THE MEDIATING ROLE OF WORK ENGAGEMENT. *Jurnal Aplikasi Manajemen Dan Bisnis*, 10(3). <https://doi.org/10.17358/jabm.10.3.780>
- [70] Wati, R. K., & Aulia, A. (2021). Kesejahteraan psikologis, kualitas kehidupan kerja dan keterikatan kerja pegawai BNPP. *Jurnal Psikologi Terapan Dan Pendidikan*, 3(1), 41. <https://doi.org/10.26555/jptp.v3i1.21463>
- [71] Widiastuti, I. (2017). Pelayanan Badan Penyelenggara Jaminan Sosial (BPJS) Kesehatan Di Jawa Barat. *Public Inspiration Jurnal Administrasi Publik*, 2(2).
- [72] Wittmers, A., & Maier, G. W. (2023). Leaders' mental health in times of crisis: work intensification, emotional demands and the moderating role of organizational support and self-efficacy. *Frontiers in Psychology*, 14. <https://doi.org/10.3389/fpsyg.2023.1122881>
- [73] Yokozawa, K., & Anh Nguyen, H. (2024). Streamlining through bureaucracy: Examining the bureaucratic influence on work engagement through operational processes. July. <https://www.researchgate.net/publication/381995781>
- [74] Zhang, X. (2024). Organizational Support's Impact on Well-being and Engagement of Post-90s Workers. *International Journal of Interdisciplinary Studies in Social Science*, 1(3). <https://doi.org/10.62309/j28v0f63>