

The Effect of Work Engagement on Job Performance Mediated by Perceived Organizational Support and Organizational Justice on the Performance of Police Personnel in Southeast Sulawesi Regional Police

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Abstract:

The purpose of this study is to examine and assess the effect of work engagement on job performance mediated by perceived organizational support and organizational justice on the performance of police personnel in the South East Sulawesi Regional Police. Data collection was conducted using a questionnaire. The population of this study consists of all police personnel in the South East Sulawesi Regional Police who have worked for more than 2 years, totaling 2167 personnel. The sample was drawn using Slovin's formula at a precision level of 5 percent, resulting in a sample size of 338 individuals. The analytical tool used is SmartPLS. The results of the study show that work engagement has a positive and significant effect on perceived organizational support among the personnel of the Southeast Sulawesi Police, work engagement has a positive and significant effect on organizational justice among the personnel of the Southeast Sulawesi Police, work engagement has a positive and significant effect on job performance among the personnel of the Southeast Sulawesi Police, perceived organizational support has a positive and significant effect on job performance among the personnel of the Southeast Sulawesi Police, organizational justice has a positive and significant effect on job performance among the personnel of the Southeast Sulawesi Police, perceived organizational support plays a mediating role in the influence of work engagement on job performance with a partial mediation nature, and organizational justice plays a mediating role in the influence of work engagement on job performance with a partial mediation nature.

Keywords: Work Engagement, Perceived Organizational Support, Organizational Justice, Job Performance.

Introduction

Optimal performance by every national police personnel is a crucial component in achieving stability, security, and public order. Facing increasingly complex, professional, and transparent public service demands, national police is required to prioritize quality service while maintaining integrity and fairness in carrying out its duties. Within the Southeast Sulawesi Regional Police, the operational realities faced are highly dynamic, given the limited number of personnel compared to the area and population. Although the ratio of Polri to the population is considered ideal nationally, in reality, not all personnel carry out operational duties directly. This demands efficiency, collaboration, and the active involvement of every member in achieving organizational goals.

In this context, work engagement is a crucial psychological aspect to examine. Schaufeli et al. (2002) stated that work engagement is a positive and satisfying emotional state reflected in vigor, dedication, and absorption (full focus on work). National Police personnel with high work engagement are believed to be able to deliver optimal performance, even exceeding the expectations of their primary duties. Christian et al. (2011) confirmed that work engagement has a positive relationship with various dimensions of job performance, both core tasks (task performance) and contributions outside of formal roles (contextual performance). However, based on observations within the Southeast Sulawesi Regional Police, a number of personnel still exhibit low levels of work engagement, evident in a lack of enthusiasm, dedication, and focus in carrying out daily tasks.

High work engagement doesn't just emerge; it's heavily influenced by the support provided by the organization. Perceived Organizational Support (POS) is a crucial factor that encourages individuals to engage more deeply in their work. POS is defined as employees' perceptions of the extent to which the organization values their contributions and cares about their well-being (Eisenberger et al., 1986; Rhoades & Eisenberger, 2002). When employees perceive attention, guidance, and recognition from the organization, they tend to increase their work morale and engagement. Levinson (2009) also emphasized that organizations demonstrate support for employees through agentic behavior in fostering cooperative relationships. Arasanmi and Krishna (2019) also found that perceived organizational support increases employee motivation, commitment, and overall performance.

However, not all Indonesian National Police personnel experience adequate levels of organizational support. Some feel underappreciated, particularly in terms of welfare, career development, and recognition for work

performance. This can hinder the creation of positive and sustainable work morale. Imran et al. (2020) identified four main reasons why POS influences employees' intrinsic interest in their work: the belief in emotional or material support when needed, the fulfillment of affiliation and esteem needs, the provision of incentives for good performance, and increased self-efficacy.

In addition to organizational support, organizational justice also influences the level of work engagement and employee performance. Organizational justice encompasses distributive justice, procedural justice, and interactional justice (Colquitt et al., 2001; Cropanzano et al., 2007). When employees feel treated fairly, they are more enthusiastic, productive, and committed to their work. Moliner et al. (2008) showed that organizational justice is positively correlated with work engagement. Similarly, Kose & Uzun (2018) found that perceptions of justice contribute significantly to increased work engagement.

Unfortunately, perceptions of fairness within police organizations are often a sensitive issue. Dissatisfaction with task allocation, reward systems, or superiors' treatment often lead to perceptions of unfairness, which negatively impact motivation and work commitment. Hermanto & Srimulyani (2022) state that organizational justice stems from equity and expectancy theory, stating that employees will feel satisfied and motivated if their input and efforts are rewarded with commensurate results. When this perceived fairness is not felt, it can lead to demotivation, internal conflict, and even a decline in overall organizational performance.

Interestingly, various studies have shown that high work engagement can strengthen perceptions of fairness and vice versa. Work engagement not only improves individual performance but also fosters trust and fairness within the organization. Research by Kose, Sanlioğlu, Sagbaş, & Surucu (2023) shows that work engagement not only directly impacts job performance but is also significantly influenced by organizational support and organizational justice as mediators. These findings open up opportunities for further studies to explore the complex relationships between these variables.

Although most studies show a positive relationship between work engagement, POS, and organizational justice on performance, many studies have shown conflicting results. Riyanto, Endri, & Herlisha (2021), Atik et al. (2023), and Putra, Kusumawati, & Kartikasari (2024) found that work engagement and organizational support do not always have a significant impact on performance. This gap in research findings highlights the importance of further research, particularly in work environments with unique characteristics such as the police force.

Literature Review

Work Engagement

Job engagement refers to the positive, satisfying, and focused psychological state that employees experience while performing their jobs. Engaged employees are highly motivated and proactive, going beyond their basic job requirements to contribute to the goals and success of the organization. Kahn (1990) proposed the concept of job engagement to assess the extent to which an employee's psychological well-being is present at work. Kahn defined job engagement as a state in which employees "bring themselves fully" to their work roles by expressing their physical, cognitive, and emotional selves while performing tasks. Deci and Ryan (2000) stated that job engagement can be understood through the fulfillment of basic psychological needs: autonomy, competence, and social relatedness. Employees feel in control of how they perform their work and make decisions. In the context of policing, autonomy means that personnel are given the freedom to carry out their duties in the manner they deem most effective, as long as they comply with rules and procedures. Employees feel capable and effective in carrying out their duties. In the police environment, work engagement is crucial for ensuring organizational effectiveness and individual performance in facing stressful work challenges. Engaged police personnel will be better prepared to face difficult situations such as threats to safety, social problems, or high levels of conflict. They work not only physically, but also with deep emotional dedication to their duties. The importance of work engagement in policing is also related to other issues such as burnout or emotional exhaustion that often occurs in this profession. Police personnel who feel involved and empowered tend to be better able to manage stress and are more resilient to stressful situations. Benthall (2006) explains that employee work engagement is a state where people feel they have found a sense of meaning in themselves, are motivated to work, and receive positive support from others, enabling them to work effectively and efficiently in their work environment. Engelbrecht (2006) explains that someone who is engaged is able to generate energy and maintain enthusiasm even in a work environment that has low morale and causes frustration. They will also do what they are supposed to do, have a positive attitude towards their work, and feel happy about what they do.

Perceived Organizational Support

Rhoades & Eisenberger (2002) found that leadership assistance and support for employees can effectively increase their perceived organizational support. Furthermore, it can be explained that when leaders actively show concern, provide guidance, and support the needs of their employees, it fosters

a stronger sense of organizational support among workers. Yoshimura (2003) defines organizational support as an employee's perception or assessment of how much the organization provides support to him. This concept is at the heart of the idea of perceived organizational support (POS), where employees assess how much their organization cares about their well-being and recognizes their efforts. Levinson's (2009) organizational support theory explains that an organization shows its concern for its employees through its agents who create cooperative situations and develop facilities for employees on behalf of the organization. This support aims to create a conducive work environment, strengthen cooperative working relationships, and provide facilities that support employee well-being and performance. Eisenberger & Stinglhamber (2011) defines organizational support as the degree to which employees perceive the organization's concern for their contributions and well-being. This definition emphasizes the importance of employee perceptions of the organization, not just the organization's actual actions. Hakkak and Ghodsi (2013) describe perceived organizational support as the cooperation or support necessary to perform work effectively. This emphasizes that organizational support is not only appreciative but also practical in providing the necessities that support employee productivity. Kura et al. (2016) suggest that perceived organizational support is employees' views of how the organization values their contributions and how the organization supports and cares about their well-being. This concept stems from the theory of Eisenberger et al. (1986), which emphasizes that employees develop these perceptions based on organizational actions, such as rewards, managerial support, and organizational justice.

Organizational Justice

Bass & Avolio (2000) stated that a sense of justice for the organization itself will impact how employees perceive justice well, which will impact organizational performance and success due to mutual trust between employers and employees, the creation of teamwork, and leading to a level where employees have a sense of pride in their organization and reduce conflict between leaders and employees. Choi (2013) stated that organizational justice is considered a concept related to the psychological perception of the time and effort invested by individuals in the organization. In the context of justice, individuals assess whether decision-making processes in the organization are considered fair or not. This includes aspects such as participation in the decision-making process, transparency, consistency, accountability, and feelings of control. Bidarian & Jafari (2012) stated that procedural justice is a strong predictor of trust in an organization. Kaur et al., (2013) stated that organizational justice is referred to as practical justice in an organization

because how employees perceive it is based on individual perceptions. This means that organizational justice is often referred to as practical justice because individual employee perceptions play a key role in determining whether an organization is considered fair or not. Organizational justice is not absolute or objective, but depends on how employees perceive it. Purwanto (2020) defines organizational justice as employees' perceptions of fairness within the organization. This justice demonstrates management's devotion and actions toward employees through the existence of good morals through ethical, religious, or legal standards. Fiaz., et al. (2021) state that organizational justice is one of the main determinants of organizational commitment. Therefore, organizational justice is very important to employees, and their perceptions of organizational justice determine their attitudes toward the organization. When employees perceive an organization as fair, they tend to exhibit positive behaviours such as higher job satisfaction, greater commitment, and higher loyalty to the organization.

Job Performance

Job performance refers to an individual's effectiveness in carrying out their job responsibilities. This includes the quality, quantity, and efficiency of work produced, as well as the behaviors exhibited by employees in the process of fulfilling their job duties. Job performance is considered a key criterion in human resource management (Organ & Paine, 1999). Ramos-Villagrasa et al. (2019) state that its assessment and analysis are fundamental to various organizational processes, such as personnel selection, compensation and rewards, and training. Bernardin (1998:239) defines performance as a record of the results produced (resulting) from specific job functions or activities over a specific period. In this context, performance encompasses various aspects, including quality, quantity, timeliness, and efficiency in achieving established goals. Armstrong (2001) defines performance planning as establishing performance objectives, how performance will be measured, and the competencies needed to channel team and individual efforts toward achieving organizational goals. During performance planning, managers, supervisors, and employees collaborate to identify, clarify, and agree on expectations, identify how results will be measured, and agree on the monitoring process and document the plan. Henri (2004) explains that conceptually, personnel performance is defined as a comparison of the value generated by employees in an organization with the work plans or targets expected to be received from the organization. In the police, this definition of performance is very relevant to measure the effectiveness of police personnel in carrying out their duties. Police personnel performance can be assessed based on the achievement of tasks

related to public security, law enforcement, and public services. If police personnel can achieve predetermined targets, such as reducing crime rates or increasing case disclosures, then it is considered good performance. Robert Bacal (2004:29) explains that performance is the contribution made by employees to work units within an organization because of their abilities applied through the skills and knowledge they possess. Bennet (2004:165) defines performance as the productivity achieved by employees because they have the expertise and skills to carry out tasks ordered or assigned to them. Good performance is greatly influenced by the technical abilities and skills possessed by employees. Zhang et al (2008) defines organizational performance as the extent to which an organization is successful in achieving its goals. In this case, organizational performance focuses on achieving long-term and short-term goals set by the organization. This includes the various outcomes expected from an organization, whether in terms of profitability, growth, operational efficiency, or desired social impact. Police Regulation Number 2 of 2018 explains that performance is the work results achieved by each member of the Indonesian National Police (Polri) in a work unit/functional unit/regional unit in accordance with general and specific factors. Furthermore, it can be explained that work results emphasize the output or concrete results produced by Polri members as a result of carrying out their duties and responsibilities. Each police member indicates that performance assessments apply to each individual police member, reflecting an individual approach in measuring achievement. Work Unit/Function/Region highlights that performance is measured based on responsibilities and tasks related to a particular work unit, function, or region, considering differences in focus and tasks between units. Muis et al. (2018) found that performance is the work results that can be achieved by an individual or group of people in an organization, in accordance with their respective authorities and responsibilities, in order to achieve the goals of the organization concerned legally, without violating the law and in accordance with norms and ethics.

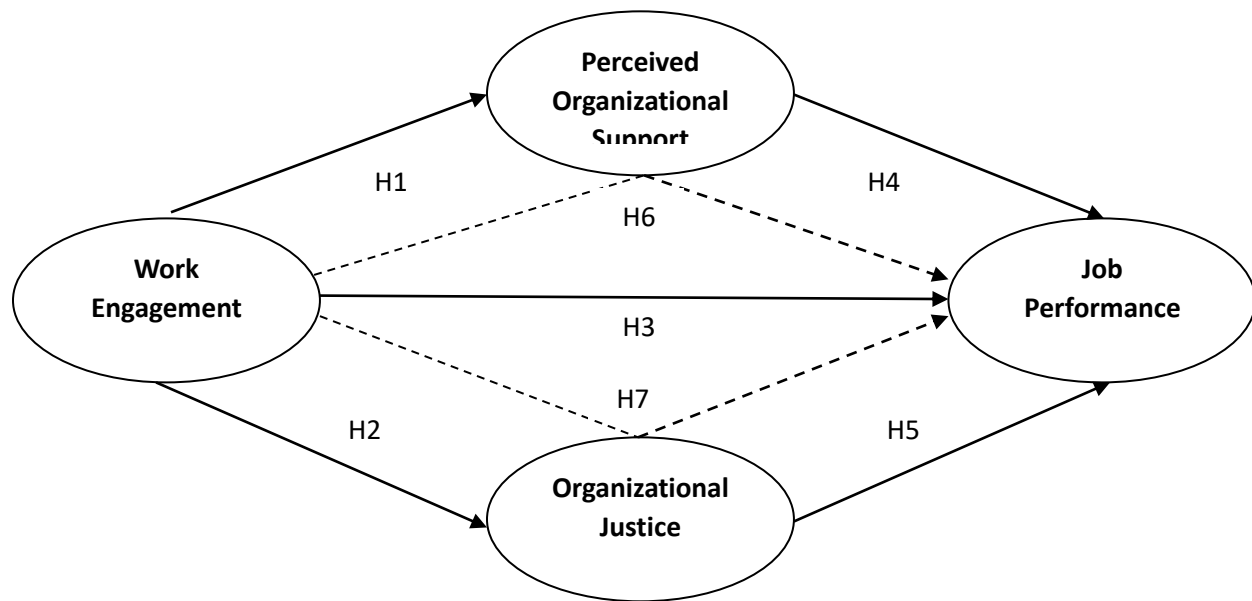


Figure 1. Conceptual Framework

Research Hypothesis

- H1: Work engagement has a positive and significant effect on perceived organizational support.
- H2: Work engagement has a positive and significant effect on organizational justice
- H3: Work engagement has a positive and significant impact on job performance.
- H4: Perceived organizational support has a positive and significant effect on job performance.
- H5: Organizational justice has a positive and significant effect on job performance
- H6: Perceived organizational support plays a role in mediating the effect of work engagement on job performance.
- H7: Organizational justice plays a role in mediating the influence of work engagement on job performance.

Research Methods

This research was conducted at the Southeast Sulawesi Regional Police. The population of this study was all personnel of the Southeast Sulawesi Regional Police with a service period of 2 or more years, which includes members with various ranks and positions who participate in operational

activities, the total population in this study was 2167 Polri personnel consisting of several work units. To determine the sample size in this study, the researcher used the Slovin formula (Umar, 2008) resulting in 338 respondents. Meanwhile, the research approach used is SmartPLS. The Smart PLS approach is a development of PLS (Partial Least Square) analysis.

Research Result

Discriminant Validity

Discriminant validity using the square root of average variance extracted ($\sqrt{\text{AVE}}$). If the square root of average variance extracted ($\sqrt{\text{AVE}}$) value for each variable is greater than the AVE value and the correlation between other latent variables, then the research instrument used can be said to be valid.

Table 1 AVE Values, $\sqrt{\text{AVE}}$ and Correlation between Latent Variables

Research Variables	AVE	$\sqrt{\text{AVE}}$	Korelasi			
			X	Y12	Y2	Y3
Work engagement (X)	0,832	0,912	1,000			
Perceived organizational support (Y1)	0,980	0,990	0,942	1,000		
Organizational justice (Y2)	0,932	0,965	0,931	0,963	1,000	
Job performance (Y3)	0,947	0,973	0,946	0,969	0,950	1,000

Source: Data Processing, 2025

Based on Table 1 above, it can be seen that the variable instruments for work engagement, perceived organizational support, organizational justice, and job performance used in this study meet the criteria for discriminant validity. This is indicated by the square root of average variance extracted ($\sqrt{\text{AVE}}$) value for each variable, which is greater than the correlation value between other latent variables in the model. This finding indicates that each construct is able to differentiate well from other constructs in the model. Therefore, it can be concluded that all research instruments have adequate discriminant validity and can be used for further testing of the structural model.

Convergent Validity and Average Value of Variable Indicators

Convergent validity measures the validity of an indicator item as a construct measure, as seen from the outlier loading value. An indicator is considered valid if it has an outlier loading value above 0.70, as recommended by Hair et al. (2010) and Memon & Rahman (2014).

Table 2 Outer Loadings Results and Average Values of Variable Indicators

Research Variables	Outer Loading Results		Average Indicator Value	
	Indicator	Original Sample	Indikator	Nilai Rerata
Work Engagement (X)	Vigor	0,971	Vigor	4,40
	Dedication	0,968	Dedication	4,45
	Absorption	0,786	Absorption	3,81
Perceived Organizational Support (Y1)	Organization support	0,994	Organization support	4,39
	Supervisor support	0,990	Supervisor support	4,39
	Coworker support	0,985	Coworker support	4,42
Organizational Justice (Y2)	Formal procedures	0,952	Formal procedures	4,23
	Interactional justice	0,981	Interactional justice	4,32
	Distributive justice	0,963	Distributive justice	4,35
Job Performance (Y3)	Service Orientation	0,983	Service Orientation	4,43
	Communication	0,987	Communication	4,42
	Emotional Management	0,981	Emotional Management	4,39
	Integrity	0,971	Integrity	4,42
	Empathy	0,919	Empathy	4,28
	Commitment to the Organization	0,984	Commitment to the Organization	4,39
	Initiative	0,963	Initiative	4,38
	Discipline	0,984	Discipline	4,44
	Cooperation	0,983	Cooperation	4,46

Source: Data Processing, 2025

The outer loading results show that the vigor indicator has the highest loading value of 0.971 on the work engagement variable, meaning vigor statistically best represents this construct. However, based on the average value of respondents' responses, the dedication indicator actually obtained the highest score, indicating that subjectively personnel feel more involved in work from the dedication side. In the perceived organizational support variable, the organizational support indicator has the highest loading value of 0.994, making

it the most statistically powerful indicator. However, the highest average value of respondents' responses is found in the coworker support indicator, indicating that support from colleagues is more felt than support from the organization directly. For the organizational justice variable, the interactional justice indicator has the highest loading value of 0.981, but based on the average respondent response, the distributive justice indicator has the highest score. This indicates that although fair interactions from superiors are statistically the most dominant, personnel perceive fairness in the distribution of rewards. Meanwhile, in the job performance variable, the communication indicator occupies the highest position with an outer loading value of 0.987, meaning this indicator statistically best represents performance. However, respondents gave the highest average scores on the cooperation indicator, indicating that collaboration and teamwork relationships were the things they felt most in supporting their performance.

Composite Reliability

A good composite reliability value in PLS is 0.70 or higher. This indicates that the indicators explain more than 50% of the variance in the latent variable, which is considered the minimum threshold for reliability (Hair & Alamer, 2022). The results of the reliability test are outlined in the following table:

Table 3 Results of Measurement Model Reliability Testing

Research Variables	Composite Reliability	Result
Work Engagement (X)	0,937	Reliable
Perceived Organizational Support (Y1)	0,993	Reliable
Organizational Justice (Y2)	0,976	Reliable
Job Performance (Y3)	0,994	Reliable

Source: Data Processing, 2025

Based on table 3 above, it shows that the composite reliability test results for the four research variables, namely work engagement, perceived organizational support, organizational justice, and job performance have a value greater than 0.70. Thus, these results can be said to be good values because they have met the reliability value.

R-Square

The structural model is evaluated by looking at the Q2 predictive relevance model value which measures how well the observation value generated by the Q2 model is based on the coefficient of determination of all endogenous variables of the magnitude of Q2 with a range of $0 < Q2 < 1$, the

closer to 1 the better the model is, the values are described in table 4 as follows:

Table 4 R Square Test Results

Structural Model	Research Variables	R-square
1	Work Engagement (X)	0,887
2	Perceived Organizational Support (Y1)	0,868
3	Organizational Justice (Y2)	0,950

Source: Data Processing, 2025

Based on the calculation results above, it can be seen that the predictive-relevance value (Q^2) = 0.999 or 99.9 percent means that the accuracy or precision of this research model can explain the diversity of work engagement variables, perceived organizational support, organizational justice, and job performance by 99.9 percent, so that the model that has been built has a predictive relevance value or a very accurate level of prediction because it is getting closer to the number 1.

Hypothesis Testing and Direct Influence Path Coefficients

Hypothesis testing and direct influence path coefficients in Partial Least Square Structural Equation Modeling (PLS-SEM) analysis are carried out to determine how large and significant the influence of one construct on another construct directly is.

Table 5 Path Coefficient and Direct Effect Hypothesis Testing

Direct Influence	Path Coefficient	P Value	Result
Work engagement terhadap perceived organizational support	0,942	0,000	Accepted
Work engagement terhadap organizational justice	0,931	0,000	Accepted
Work engagement terhadap job performance	0,268	0,001	Accepted
Perceived organizational support terhadap job performance	0,584	0,000	Accepted

Source: Data Processing, 2025

Testing the Indirect Effect Hypothesis (Mediation)

Testing the indirect influence (mediation) hypothesis is carried out to determine whether an independent variable (X) can influence the dependent variable (Y) through the mediating variable (M).

Table 6 Path Coefficients and Hypothesis Testing of Mediation Effect

The influence of mediation between research variables		Path Coefficient		P-Value	Results	Mediation Note
		Direct	Mediation			
H6	The Effect of Job Involvement on Job Performance and Perceived Organizational Support	0,268	0,550	0,000	Accepted	Partial
H7	Work Engagement on mediating organizational justice performance		0,128	0,049	Accepted	Partial

Source: Data Processing, 2025

Discussion

The Influence of Work Engagement on Perceived Organizational Support

The results of this study indicate that work engagement has a positive and significant effect on perceived organizational support (POS) among Polri personnel at the Southeast Sulawesi Regional Police (Polda Sultra). This means that the higher the work engagement demonstrated through vigor, dedication, and absorption, the stronger the perceived organizational support, both from the organization, superiors, and coworkers. This finding is supported by Bakker and Demerouti's (2007) Job Demands-Resources (JD-R) theory, which states that work engagement increases when individuals perceive they have sufficient resources, including support from the organization. In addition, the age of the majority of respondents, who were in the 20–30 year range (career exploration phase according to Super, 1990), also contributed to high enthusiasm and the need for recognition from the organization. Although statistically, the vigor indicator had the highest contribution to work engagement (outer loading = 0.971), respondents' responses showed that dedication received the highest average score. This reflects that personnel feel their work is meaningful and carried out with enthusiasm and pride (Schaufeli et al., 2002). In contrast, the absorption indicator showed the lowest score, requiring special attention from leaders to increase personnel focus and engagement on tasks by providing a supportive and challenging work environment. In the POS variable, the organizational support indicator had the highest outer loading value (0.994), indicating that structural support from the organization is statistically significant. However, coworker support obtained the highest mean value from respondents' responses, indicating that peer support is more dominantly felt in daily reality. This is in line with the view of Eisenberger et al. (1986) that perceptions of organizational support are formed

not only from formal policies, but also from social interactions in the work environment. Theoretically, the positive relationship between work engagement and perceptions of organizational support is also explained by social exchange theory (Blau, 1964), where individuals who demonstrate high enthusiasm and contribution will receive reciprocal recognition and attention from the organization. Engaged individuals tend to be proactive, communicative, and open to feedback (Schaufeli et al., 2002), making it easier to perceive organizational actions as a form of support. This is also confirmed by Benthall (2006), who stated that high work engagement reflects intrinsic motivation and positive acceptance of work environment support. This finding supports previous research such as Kose (2016) and Sanlioz et al. (2023), which stated that employees with high engagement tend to evaluate the organization more positively and experience support from emotional, social, and structural aspects. In the context of the Indonesian National Police (Polda Sultra), it can be concluded that high work engagement, characterized by enthusiasm, dedication, and focus on work, significantly shapes and enhances the perception of organizational support felt by personnel.

The Influence of Work Engagement on Organizational Justice

The results of this study indicate that work engagement has a positive and significant effect on organizational justice among Polri personnel at the Southeast Sulawesi Regional Police (Polda Sultra). This means that the higher the level of enthusiasm, dedication, and emotional involvement of personnel in their work, the higher their perception of organizational justice. This finding is supported by field evidence showing that personnel have high work engagement and positive perceptions of organizational justice practices, such as in decision-making, resource allocation, and interpersonal treatment (Greenberg, 1990; Colquitt et al., 2001). High work engagement makes personnel more sensitive in assessing justice in the organization, including distributive, procedural, and interactional justice. Long work experience also strengthens perceptions of justice because they have time to assess the organization's consistency in implementing policies (Greenberg, 1990). In addition, adequate income among personnel strengthens perceptions of justice because it is considered a form of commensurate reward for their contributions, in accordance with Adams's (1965) Equity Theory. From the dimensional analysis, vigor emerged as the most dominant indicator of work engagement, indicating that energy and enthusiasm are the primary factors driving employee engagement (Schaufeli et al., 2002). Meanwhile, in organizational justice, distributive justice is the most influential aspect, illustrating the importance of perceptions of fairness in the distribution of work

results (Adams, 1965). The combination of vigor and satisfaction with reward distribution strengthens the relationship between work engagement and organizational justice. This finding also aligns with the concept of Moliner et al. (2008) which states that there is a reciprocal relationship between work engagement and organizational justice. Employees who feel treated fairly will be more engaged in their work, and conversely, high engagement will increase confidence in justice within the organization. Benthall (2006) added that work engagement is a psychological condition in which individuals feel whole and intrinsically motivated in their work, which ultimately strengthens positive perceptions of organizational support and justice. Furthermore, these results are reinforced by the findings of Kose and Uzun (2018), who stated that high work engagement encourages positive perceptions of justice within the organization, both in terms of results, processes, and interpersonal treatment. This study also provides new theoretical contributions, as emphasized by Sanlioz, Sagbaş, & Surucu (2023), that in a high-pressure work environment such as the police, work engagement not only influences perceived organizational support, but also becomes an important foundation in shaping perceptions of organizational justice.

The Influence of Work Engagement on Job Performance

The results of the study indicate that work engagement has a positive and significant effect on job performance among Polri personnel from the Southeast Sulawesi Regional Police (Polda Sultra). The higher the work engagement of personnel, reflected in their enthusiasm (vigor), dedication, and full involvement (absorption), the higher their performance in carrying out their duties and responsibilities. This finding aligns with the theory of Bakker and Bal (2010), which states that work engagement can drive increased individual performance through high energy and commitment to work. Data on respondent characteristics supports this, where the majority of personnel are of productive age (20–30 years) and are married, indicating emotional stability and high motivation to work (Robbins & Judge, 2017). Marital status provides additional responsibilities, thus increasing work engagement, which has a direct impact on work performance. Polri personnel from the Southeast Sulawesi Regional Police demonstrate seriousness in their work, not only technically, but also emotionally and psychologically. Furthermore, based on the outer loading analysis, the vigor indicator has the highest contribution in shaping work engagement, which reflects the enthusiasm and resilience of personnel in carrying out their duties. Meanwhile, communication indicators were the highest component of job performance, indicating that high work engagement encourages improved communication skills, both with coworkers

and the public. This finding supports Schaufeli et al.'s (2002) view that vigor plays a significant role in proactive work behavior and improved performance. This correlation is also reinforced by Christian et al.'s (2011) theory, which states that work engagement has a positive relationship with various aspects of performance, both core task performance and contributions outside of formal job descriptions (contextual performance), such as loyalty and collaboration. In the context of the Indonesian National Police (Polri), work engagement encourages personnel to be more active, cooperative, and disciplined, thereby strengthening the overall operational effectiveness of the police force. Theoretically, the results of this study are also in line with Kahn's (1990) concept of work engagement, which emphasizes the importance of investing physical, cognitive, and emotional energy in work. Polri personnel who feel that their work is meaningful and aligned with their personal values will give their best effort. This results in high performance both in carrying out their primary duties and in supporting a positive work environment. In organizations such as the police force that are full of pressure and high risk, work engagement is a crucial psychological resource. As explained by Bakker and Demerouti (2008), work engagement enables personnel to remain productive, resilient, and focused on achieving institutional goals. This is crucial for the Indonesian National Police (Polri), which demands not only technical skills but also high moral dedication in serving the public. Finally, these findings are reinforced by various previous studies that also demonstrate a significant influence between work engagement and job performance. These include studies by Sekhar, Patwardhan, & Vyas (2018); Zeb et al. (2019); Lai et al. (2020); Perangin et al. (2020); Wang & Chen (2020); Sanlioz et al. (2023); Corbeanu & Iliescu (2023); and Llorente & Almagro (2024), all of which confirm that high levels of work engagement consistently contribute to improved performance across various sectors. In the context of the Southeast Sulawesi Regional Police, this confirms that the psychological and emotional engagement of personnel is a key driver of the productivity and effectiveness of police duties.

The Influence of Perceived Organizational Support on Job Performance

The results of this study indicate that perceived organizational support (POS) has a positive and significant effect on job performance among Polri personnel of the Southeast Sulawesi Regional Police. This means that the higher the level of organizational support perceived by personnel, whether in the form of support from the institution (organizational support), direct superiors (supervisor support), or coworkers (coworker support), the higher the performance aspects such as service orientation, communication, emotional control, integrity, empathy, commitment, initiative, discipline, and cooperation.

This finding indicates that personnel feel appreciated and supported comprehensively, thus giving rise to the urge to reciprocate with optimal performance. This is in accordance with the Organizational Support Theory proposed by Eisenberger et al. (1986), which states that employees will form positive perceptions and respond to organizational support with increased performance. Facts in the field support these findings, where the majority of Polri personnel of the Southeast Sulawesi Regional Police feel a supportive and collaborative work environment. In particular, the coworker support indicator obtained the highest average value, reflecting high solidarity and cohesiveness among members in carrying out their duties. However, the indicator with the highest outer loading value was organizational support, indicating that statistically, perceptions of tangible support from the institution (such as concern for well-being and assistance with work) were the most dominant aspect in shaping perceptions of POS. This aligns with Eisenberger et al.'s (1986) view that individuals will highly value organizations that pay attention to their needs and contributions. High organizational support is also related to the communication aspect of performance, which is the indicator with the highest outer loading value in the job performance variable. This suggests that effective communication, such as the ability to convey and receive information effectively, is a key reflection of high personnel performance. Robbins and Judge (2017) emphasize that communication is a vital component in supporting coordination, collaboration, and the achievement of organizational goals. Thus, the combination of POS and strong communication creates a solid foundation for improving the performance of Polri personnel. These findings also support Social Exchange Theory (Blau, 1964), which explains that the relationship between employees and organizations is reciprocal; when organizations provide attention and support, employees tend to respond with positive behaviors such as increased performance. Kalay (2016) added that procedural justice is also a crucial element in shaping perceptions of support, thus strengthening personnel's sense of belonging and social responsibility towards the organization and their colleagues. This interaction ultimately increases productivity and strengthens team cohesion. Furthermore, organizational support strengthens intrinsic motivation through recognition and fair treatment, as expressed by Li, Ling, & Liu (2009). When employees feel supported and appreciated, a sense of belonging to the organization develops, encouraging them to demonstrate high levels of commitment and loyalty. In the context of the Indonesian National Police (Polri), this is demonstrated through leadership's concern for the welfare of its members, the provision of rewards, and the provision of adequate work facilities. This finding is also consistent with Levinson's (2009) theory of organizational support, which states that

organizational attention is demonstrated through agents such as direct superiors, who create a cooperative and productive work environment. Personnel who feel cared for will be encouraged to reciprocate this support by improving the quality of service to the public—their primary duty as police officers. In general, the results of this study support the findings of Sanlioz, Sagbaş, & Surucu (2023), which, although conducted in a hospital context, showed that POS has a positive effect on performance. This indicates that the influence of POS is universal and can be applied in various types of organizations. This research also strengthens previous studies such as those conducted by Study & Udin (2020), Mujibburrahman et al. (2020), Sabir et al. (2022), Aini et al. (2022), Khairunnisa (2023), Utomo et al. (2023), Wijaya (2024), and Yamin (2024), which consistently show that perceptions of organizational support drive increased job performance. In the context of Polri personnel in the Southeast Sulawesi Regional Police, POS is a strategic foundation that strengthens motivation, loyalty, and responsibility in carrying out police duties.

The Influence of Organizational Justice on Job Performance

The results of this study indicate that organizational justice has a positive and significant effect on the job performance of Indonesian National Police personnel at the Southeast Sulawesi Regional Police. This means that the higher the perception of organizational justice, whether in terms of formal procedures, interactional justice, or distributive justice, the higher the personnel performance, which includes aspects such as service orientation, communication, emotional control, integrity, empathy, commitment, initiative, discipline, and cooperation. This finding is in line with the organizational justice theory proposed by Greenberg (1987) and Colquitt et al. (2001), which emphasizes that the perception of justice within an organization can significantly increase employee motivation and productivity. The facts on the ground show that the majority of Indonesian National Police personnel at the Southeast Sulawesi Regional Police perceive good justice from the organization. This justice includes transparent decisions, fair distribution of resources, and treatment that respects individual dignity. Interactional justice is the most dominant indicator in this study, indicating that polite, open, and respectful communication from superiors plays a significant role in shaping personnel's perceptions of justice. Conversely, formal procedures need to be improved through clearer communication of rules and consistent implementation at all levels (Colquitt et al., 2001). In terms of performance, communication indicators rank highest, indicating that personnel's ability to convey and receive information effectively significantly impacts their performance. This

demonstrates a strong relationship between communication quality as part of interactional justice and success in carrying out police duties (Robbins & Judge, 2017). This finding is further reinforced by the fact that adequate personnel compensation is also an important indicator of distributive justice, reflecting the organization's appreciation of individual contributions (Adams, 1965). Theoretically, this study reinforces the view of Bass & Avolio (2000), who emphasized that justice in an organization will build trust, strengthen teamwork, and foster a sense of pride in the organization. Furthermore, according to Choi (2013), organizational justice is closely related to individuals' psychological perceptions of the value of their invested time and energy. When personnel feel fairly valued, their motivation, loyalty, and performance will increase. This study also provides a new contribution to the study of organizational justice in the police environment, differing from Sanlioğlu, Sağbaş, & Surucu (2023) who only examined the influence of perceived organizational support. In this context, organizational justice has been shown to significantly impact employee job performance. This finding is supported by previous research findings such as those from Imamoglu et al. (2019), Mujibburrahman et al. (2020), Fiaz et al. (2021), Faeq & Ismael (2022), Hermanto & Srimulyani (2022), Retnowati & Darmawan (2022), and Pattnaik & Tripathy (2023), which consistently demonstrate a positive impact of organizational justice on employee performance across various sectors.

The Role of Perceived Organizational Support in Mediating the Effect of Work Engagement on Job Performance

The results of the study indicate that perceived organizational support (POS) partially mediates the relationship between work engagement and job performance among Polri personnel in the Southeast Sulawesi Regional Police (Polda Sultra). This means that work engagement, measured through vigor, dedication, and absorption, not only directly influences job performance but also indirectly influences it through POS. Therefore, when personnel feel passionate and dedicated to their work, they also tend to feel that the organization supports and values their contributions, which ultimately improves their performance (Eisenberger et al., 1986; Rhoades & Eisenberger, 2002). Empirically, this is supported by the fact that the majority of Polri personnel in the Southeast Sulawesi Regional Police (Polda Sultra) demonstrate a high level of work performance, especially in the aspect of cooperation, which reflects team effectiveness and good communication in the work environment. The outer loading value also reveals that vigor is the strongest indicator of work engagement, while communication is the highest indicator of job performance, reinforcing the opinion of Schaufeli et al. (2002) and Robbins & Judge (2017).

regarding the importance of passion and communication in supporting performance. Positively perceived organizational support is also associated with external factors such as adequate income levels, which provide a sense of security and appreciation from the institution. This is consistent with Organizational Support Theory (Eisenberger et al., 1986), which states that when organizations care about employee well-being, they will reciprocate with increased commitment and performance. Furthermore, Social Exchange Theory (Blau, 1964) reinforces the idea that reciprocal relationships between individuals and organizations can foster higher work motivation. These findings also align with Bakker & Demerouti's (2007) Job Demands-Resources Model, in which perceived organizational support acts as a psychological resource that strengthens work engagement and work outcomes. In the context of the Indonesian National Police (Polri), this suggests that organizational support, such as attention to well-being, recognition of contributions, and adequate work facilities, is crucial for improving personnel performance. Overall, these results reinforce the findings of Sanlioz, Sagbaş, & Surucu (2023), which state that POS is a significant mediator in the relationship between work engagement and job performance. Personnel who feel emotionally engaged in their work tend to view the organization positively and respond with higher performance. Therefore, it is crucial for institutions like the Indonesian National Police (Polda Sultra) to increase work engagement while strengthening perceptions of organizational support to achieve optimal performance on a sustainable basis.

The Role of Organizational Justice in Mediating the Effect of Work Engagement on Job Performance

This study shows that work engagement has a positive and significant effect on organizational justice and job performance among Polri personnel at the Southeast Sulawesi Regional Police (Polda Sultra). Furthermore, organizational justice also has a positive and significant effect on job performance, thus concluding that organizational justice acts as a partial mediator in the relationship between work engagement and performance. This means that work engagement not only contributes directly to improved performance but also through perceptions of organizational justice (Greenberg, 1987). Field evidence supports this finding, with levels of work engagement, perceptions of justice, and performance among Polri personnel at the Southeast Sulawesi Regional Police (Polda Sultra) all high. However, empathy in performance still needs to be improved so that a more humanistic and responsive approach can strengthen public trust. These results align with Greenberg's (1987) theory of organizational justice, which explains that

perceptions of justice in an organization encourage employees to demonstrate positive attitudes and behaviors such as high motivation and improved work performance. In the police context, this includes fairness in task allocation, transparency in reward systems, and equal treatment. Perceptions of justice are stronger among personnel with 1–10 years of service, reflecting a deeper understanding of the organizational system. When employees feel fairly treated, they tend to be more motivated and perform better. Furthermore, work engagement also enhances perceptions of organizational justice, ultimately strengthening its influence on performance. This supports Kalay's (2016) theory, which states that Social Exchange Theory can explain how justice in an organization impacts employee performance. When employees feel valued through procedural, distributive, and interactional justice practices, they are encouraged to reciprocate through commitment and optimal performance. This demonstrates the importance of implementing a consistent justice system within an organization, particularly in institutions like the Indonesian National Police (Polri), which demand high levels of dedication. This study also contributes novelty to the literature by revealing the role of organizational justice as a mediator in the relationship between work engagement and job performance. These findings complement previous research by Sanlioğlu, Sagbaş, & Surucu (2023), which only examined the role of perceived organizational support. In this case, work engagement not only builds perceptions of support but also sensitivity to justice, which is key to improving performance. Referring to the Social Exchange Theory by Blau (1964), this study emphasizes that a fair organization is able to optimize the positive influence of work involvement on personnel performance.

Conclusion

Based on the results of the analysis, discussion of the research results, there are several conclusions of this study which are described as follows: Work engagement has a positive and significant effect on perceived organizational support in the Southeast Sulawesi police, meaning that the higher the work engagement measured by vigor, dedication, and absorption, the more perceived organizational support will increase. Work engagement has a positive and significant effect on organizational justice, meaning that the higher the level of work engagement measured by vigor, dedication, and absorption, the more organizational justice in the Southeast Sulawesi police will increase. Work engagement has a positive and significant effect on job performance in Southeast Sulawesi police personnel, meaning that the higher the level of work engagement measured by vigor, dedication, and absorption, the more job performance of Southeast Sulawesi police personnel will increase.

Perceived organizational support has a positive and significant effect on job performance in Southeast Sulawesi police personnel, meaning that the higher the level of perceived organizational support measured by organization support, supervisor support, and coworker support, the more job performance of Southeast Sulawesi police personnel will increase. Organizational justice has a positive and significant effect on job performance in Southeast Sulawesi police personnel, meaning that the higher the level of organizational justice measured by formal procedures, interactional justice, and distributive justice, the job performance of Southeast Sulawesi police personnel will increase. Perceived organizational support plays a role in mediating the influence of work engagement on job performance of Southeast Sulawesi police personnel with partial mediation properties, meaning that increasing work engagement directly or through mediation of perceived organizational support can improve job performance. Organizational justice plays a role in mediating the influence of work engagement on job performance of Southeast Sulawesi police personnel with partial mediation properties, this means that high levels of work engagement directly or mediation of organizational justice can improve job performance of Southeast Sulawesi police personnel.

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