

Pengaruh Dukungan Organisasi Terhadap Work Engagement Dan Job Burnout Melalui Kepuasan Kerja Sebagai Mediasi Dan Self Efficacy Sebagai Moderasi Pada Anggota Kepolisian Daerah Sulawesi Tenggara

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Abstract

This study aims to evaluate and examine the influence of organizational support on job satisfaction, job burnout, and work engagement. In addition, it investigates the mediating role of job satisfaction in these relationships. Furthermore, the moderating role of self-efficacy is analyzed by examining its effect on organizational support, job satisfaction, and work engagement. The research was conducted within the Southeast Sulawesi Regional Police, involving 253 police officers as respondents, selected proportionally across different work units. Data were collected using questionnaires and analyzed through descriptive statistics and partial least squares analysis. The findings reveal that organizational support has a positive and significant influence on job satisfaction and work engagement, but not on job burnout. Job satisfaction was also found to have a negative and significant effect on job burnout, while positively and significantly influencing work engagement. Regarding its mediating role, job satisfaction fully mediates the effect of organizational support on job burnout and partially mediates its effect on work engagement. Moreover, self-efficacy positively moderates the influence of organizational support on job satisfaction, as well as the effect of job satisfaction on work engagement. These results contribute to the development of work behavior within the police context, emphasizing the crucial role of organizational support, job satisfaction, and self-efficacy.

Keywords: Organizational Support, Job Satisfaction, Job Burnout, Work Engagement, Self-Efficacy

Introduction

The Indonesian National Police is a state institution with a strategic mandate to maintain security, enforce the law, and provide protection, guidance, and services to the community. This role requires every police officer to uphold professionalism, morality, and integrity, as stipulated in the Police Code of Ethics. Thus, the police are not only regarded as state officials but also as social role models whose every action and behavior is directly observed by the public.

The complex and high-risk demands of police work have significant consequences for the psychological condition and performance of police officers.

In practice, the workload of police officers in Indonesia is relatively heavy because the ideal ratio between the number of police officers and the population, which should be 1:300, has not yet been achieved. Currently, the ratio remains at approximately 1:575, creating an imbalance between the capacity of human resources and the needs of public service. This condition leads to increased work intensity, psychological pressure, and the potential for job burnout among police officers. Job burnout, as defined by Maslach et al. (2001), is a condition of emotional exhaustion, depersonalization, and reduced personal accomplishment that arises from prolonged work-related stress. Empirical findings reveal that police officers are more vulnerable to burnout than other professions because of the nature of their work, which is highly stressful, urgent, and socially exposed (Schaible & Gecas, 2010). Burnout not only impacts the physical and mental health of individuals but also affects deviant behaviors, decreases productivity, and damages the harmonious relationship between officers and the community (Berg et al., 2003; Euwema et al., 2004).

However, the success of policing duties is not solely determined by technical competence but also by officers' attachment to their work, known as work engagement. Schaufeli et al. (2002) define work engagement as a positive psychological state characterized by vigor, dedication, and absorption. Police officers with high engagement demonstrate positive energy, deep commitment, and resilience in the face of demanding work conditions. Work engagement plays an important role in maintaining the quality of public services, strengthening institutional reputation, and reducing negative behavior among officers (Bakker et al., 2011; Walden et al., 2017). However, various findings at the regional level, including the Southeast Sulawesi Regional Police, still show variations in officers' engagement, as reflected in tardiness, unexplained absenteeism, low enthusiasm, and involvement in disciplinary violations.

Human resource management literature emphasizes the importance of both organizational and individual factors in explaining variations in burnout and engagement. The Job Demand-Resources (JD-R) Model developed by Bakker et al. (2004) explains that high job demands tend to trigger burnout, whereas the availability of job resources contributes to increased employee engagement. Organizational support is one of the most essential resources. The perception that an organization cares about the welfare of its members and values their contributions has been found to positively influence work engagement and negatively affect burnout (Eisenberger et al., 1986; Caesens et al., 2017). Studies in various contexts indicate that organizational support can take the form of fairness in task distribution, quality of supervisor-subordinate relationships, and adequate rewards and working conditions (Rhoades & Eisenberger, 2002). However, several studies have reported diverse findings. For example, Xu and Yang (2021) found that even though organizational support was high, burnout still occurred because of excessive workloads. Similarly, Al-Hamdan and Issa (2021) found that organizational support did not always succeed in reducing

burnout symptoms when the work was monotonous. These differences indicate the presence of a research gap that requires further investigation.

In addition to organizational factors, individual factors such as job satisfaction and self-efficacy play important roles. Job satisfaction, which reflects an individual's positive evaluation of their work, has been shown to increase engagement while reducing burnout (Zeng et al., 2022; Ngwenya & Pelser, 2020). However, some studies have reported that job satisfaction does not significantly influence burnout or engagement (Wang et al., 2022; Riyanto et al., 2021). These inconsistencies highlight the importance of reassessing the role of job satisfaction in the police context, which involves unique dynamics and job-related pressure. Furthermore, self-efficacy, or an individual's belief in their ability to cope with work challenges (Bandura, 1994), is considered to strengthen the relationship between organizational support, job satisfaction, and engagement. Police officers with high self-efficacy are more capable of managing stress and maintaining their commitment to work (Caesens et al., 2017; Yu et al., 2021).

Based on these empirical phenomena and theoretical gaps, this study aims to examine the role of organizational support in influencing job burnout and work engagement among police officers, with job satisfaction as a mediating variable and self-efficacy as a moderating variable. The study was conducted within the Southeast Sulawesi Regional Police, which represents a police organization with high job demands, limited resources, and intense social exposure. The findings of this study are expected to contribute theoretically by expanding the understanding of the dynamic relationship between organizational support, job satisfaction, self-efficacy, burnout, and engagement within the framework of the JD-R Model and Conservation of Resources Theory. Practically, this study is expected to provide policy recommendations for improving organizational support and officers' well-being, thereby reducing burnout and enhancing work engagement, which ultimately affects the quality of public services.

Literatur Review

Organizational Support

Organizational support has generated considerable interest among researchers in psychology and management (Eisenberger et al., 2004). Over the past several decades, members of organizations have perceived their relationship with the organization as a primary concern in organizational behavior studies (Shore et al., 2012). For the benefit of both employees and organizations, it is important for organizations to recognize employees as valuable resources. Organizational support acknowledges employees' contributions and takes responsibility for their well-being. Several studies have found that employees with a high level of organizational support experience less stress at work, are more likely to perform better, and develop a stronger attachment to the organization (Shaw, 2013). Other studies have revealed that employees with low levels of organizational support experience greater pressure, are more prone to burnout, and even have difficulty sleeping (O'Driscoll & Randall, 1999; Grant-Vallone & Ensher, 2001).

Currently, organizations consistently consider the well-being of their members and regard it as essential for survival. When organizational members feel dedicated to their organization, they tend to demonstrate higher performance, greater contributions and results, and lower levels of absenteeism (Rhoades et al., 2001). Organizational support is an important concept in organizational behavior literature because it explains the relationship between organizational treatment, employee attitudes, and employee behavior toward jobs and organizations. Organizational support refers to the assurance that an organization values employees' contributions and cares about their well-being (Rhoades and Eisenberger, 2002). Furthermore, the perception of organizational support reflects the extent to which the organization recognizes contributions, cares about employee welfare, listens to complaints, pays attention to personal lives, and treats employees fairly. Waileruny (2014) states that organizational support refers to the degree to which employees believe that their organization values their contributions and cares for their well-being. Cropanzano and Mitchell (2005) conceptualized organizational support as the quality of social exchange between employees and employers. In other words, employees draw conclusions about the support they perceive from the organization, which in turn influences their work behavior (Wayne et al., 2002). Thus, the level of support an employee gives to the organization is based on the support they believe the organization receives.

Job Satisfaction

The concept of job satisfaction was first defined by Robert Hoppock, who described it as a combination of psychological, physical, and environmental aspects that lead someone to state, "I am satisfied with my job" (Bernard, 2012). Job satisfaction has become an increasingly crucial element within organizations, as higher levels of satisfaction among members enhance their motivation to work better (Dhurup et al., 2016). Job satisfaction is important for organizational members, enabling them to interact with their work environment so that tasks can be carried out effectively, in line with organizational goals. Spector (1997) explained that job satisfaction refers to how individuals feel about their jobs and their different aspects. In other words, job satisfaction develops from simple feelings of liking (satisfied) or disliking (dissatisfied) one's jobs. Robbins and Judge (2013) define job satisfaction as a general attitude toward one's job, reflecting the difference between the rewards received and the rewards believed to be deserved. Kreitner and Kinicki (2003) also described job satisfaction as emotional effectiveness or responses to various aspects of a job. Mathis and Jackson (2001) argued that job satisfaction is related to positive emotional states arising from the evaluation of one's work experience. Based on these perspectives, it can be concluded that job satisfaction involves positive and pleasant emotional reactions resulting from the evaluation of one's job or work experiences. Typically, an individual feels satisfied if the work they perform meets their expectations or aligns with their goals. Conversely, dissatisfaction may arise when expectations are unmet.

Job Burnout

Maslach and Jackson (1981) described burnout as a general condition of emotional exhaustion and cynicism experienced by individuals who work directly with people and whose jobs involve human processes rather than mechanical or technical ones. Maslach et al. (2001) defined burnout as employees' perceptions that lead to reduced commitment to the organization, hopelessness, and negative feelings toward their jobs. Furthermore, Maslach and Leiter (2008) argued that burnout is a negative emotional reaction that occurs in the workplace when individuals experience a prolonged stress. Burnout is a psychological syndrome that includes exhaustion, depersonalization, and a reduced ability to perform routine tasks, often accompanied by anxiety, depression, or sleep disorders. Cemaloglu and Sahin (2007) explained that burnout arises in situations where employees set ambitious targets but fail to achieve them because of unsupportive work environments, leading to disappointment. Burnout is evident when employees overexert themselves, set unrealistic goals, and work beyond their capacity. They may deplete their energy without being able to change the organizational conditions. Gulluce and Iscan (2010) stated that individuals may face difficulties in their work and relationships within the organization, which increases their stress levels and generates emotional tension. Thus, burnout represents a reaction to emotional strain. Edelwich and Brodsky (1980) characterized burnout as a lack of energy and ambition to perform work, which occurs when individuals lose enthusiasm for their jobs. Similarly, Schaufeli and Enzmann (1998) noted that burnout manifests as declining motivation and dedication to work.

Work Engagement

Work engagement describes the degree to which employees feel attached to their work. When employees experience engagement, they tend to be more enthusiastic and energetic in performing their tasks. Schaufeli and Bakker (2004), through the Job Demand-Resource (JD-R) Model, explained that work engagement is influenced by two main factors: job demands and job resources. Job demands include physical, psychological, and social aspects that require physical, cognitive, and emotional efforts. High job demands may reduce employee engagement by increasing workloads, whereas job resources help alleviate these demands and enhance engagement. Wellins and Concelman (2004) defined work engagement as the motivational force that drives employees to perform at higher levels, characterized by organizational commitment, a sense of job ownership and pride, extra effort, enthusiasm, and interest in their work. Federman (2009) described work engagement as the extent to which employees commit to an organization, with outcomes determined by how they work and the length of service. Lockwood (2007) defined engagement as a state in which individuals are emotionally and intellectually committed to their organizations. Benthall (2006) emphasized that engagement occurs when employees find a sense of wholeness, motivation, and social support in their work, enabling them to work effectively and efficiently in their environment.

Self-Efficacy

The concept of self-efficacy was introduced by Albert Bandura within the framework of Social Cognitive Theory (SCT) of behavior (Bandura, 1997). Bandura (1994) argued that self-efficacy stems from four primary sources: mastery experiences, which effectively build strong efficacy beliefs; social modeling, which develops confidence through observing others' past experiences; social persuasion, which reduces stress and alters negative self-perceptions; and the interpretation of physical and emotional states. Ormrod (2006) defined self-efficacy as an individual's belief in their ability to perform specific behaviors or achieve goals. Alwisol (2011) described it as self-perception of how well a person can function in certain situations. Feist (2011) argued that self-efficacy reflects self-belief in one's ability to exert control over personal benefits and environmental events. Pervin and John (1997) stated that self-efficacy transforms limited and ordinary thought patterns into broader perspectives, even within spiritual dimensions, thus serving as a motivation. Similarly, Baron and Byrne (2006) defined self-efficacy as an individual's evaluation of their ability or competence to perform tasks, achieve goals, and to overcome obstacles. Employees with high self-efficacy are more likely to succeed, respond more positively to negative feedback, and use it to improve their performance (Alessandri et al., 2015).

Research Hypothesis

The Effect of Organizational Support

In this study, organizational support is considered a determining factor influencing various aspects within an organization, including job satisfaction, job burnout, and work engagement among organizational members. Regarding job satisfaction, organizations that provide both social and emotional support to their employees are more likely to create a sense of satisfaction at work. Zeng et al. (2022) revealed that organizations capable of providing the necessary resources and support to ensure smooth job performance significantly enhance employees' job satisfaction. Similarly, Lan et al. (2022) found that higher levels of job satisfaction can be achieved when organizations treat employees fairly regarding compensation and opportunities for career development. Yu et al. (2021), Mascarenhas et al. (2022), Arunmozhi (2021), and Chen (2022) further emphasize that employees' perceptions of organizational support help them evaluate their workplace positively, which in turn strengthens their job satisfaction.

Forms of organizational support also ease employees' workloads and facilitate task completion, thereby reducing the likelihood of burnout. Zeng et al. (2022) found that organizational support provided to help employees perform their jobs decreases the probability of job burnout among employees. Similarly, Yu et al. (2021) showed that positive perceptions of organizational support reduce workplace pressure and lower burnout levels. In line with this, Khan et al. (2024) and Altamimi et al. (2021) demonstrated that the higher the perceived organizational support, the lower the level of job burnout experienced by employees.

Lower levels of burnout consequently encourage stronger work engagement. When perceived positively, organizational support fosters enthusiasm and dedication toward one's work. Consistent with this, Imran et al. (2020) found that perceptions of organizational support improve employees' outlook and strengthen their work engagement. Bonaiuto et al. (2021) confirmed that organizational support has a positive and significant effect on work engagement. Al-Hamdan and Issa (2021) reported that, consistent with social exchange theory, organizations providing full support to their employees encourage reciprocation in the form of higher levels of work engagement. Similarly, Li et al. (2022), Zang and Feng (2023), and Mascarenhas et al. (2022) all found that greater organizational support leads to stronger work engagement among employees. Based on the above discussion, the following hypotheses are proposed:

Hypothesis 1: Organizational support positively and significantly affects on job satisfaction.

Hypothesis 2: Organizational support negatively and significantly affects on job burnout.

Hypothesis 3: Organizational support positively and significantly affects on work engagement.

The Effect of Job Satisfaction

In this study, job satisfaction plays an important role, functioning not only as a mediating variable but also as a direct factor influencing both job burnout and work engagement. Job satisfaction directly represents a fundamental expectation of organizational members. Conversely, dissatisfaction may lead to stress at work, which, in turn, can cause burnout. Zeng et al. (2022) revealed that police officers with high levels of job satisfaction experience better work outcomes and reduced burnout levels. Similarly, Yu et al. (2021) reported that job satisfaction lowers burnout levels because of the fulfillment of employees' expectations and desires. Qeshta et al. (2022) also concluded that higher levels of job satisfaction minimize work-related fatigue and the feeling of being exhausted.

Furthermore, job satisfaction fosters motivation and dedication as individuals strive to maintain or exceed their current levels of satisfaction in the future. Lan et al. (2022) found that job satisfaction significantly increased work engagement in fulfilling job responsibilities. Ngwenya and Pelser (2020) also confirmed that job satisfaction has a positive and significant influence on work engagement, indicating that individuals perform better when they are satisfied with their jobs. Similarly, Manalo et al. (2020) revealed a positive and significant relationship between job satisfaction and work engagement. Based on these findings, the following hypotheses are proposed:

Hypothesis 4: Job satisfaction positively and significantly affects on job burnout.

Hypothesis 5: Job satisfaction positively and significantly affects on work engagement.

In addition, job satisfaction acts as a mediating variable in the relationship between organizational support, job burnout, and work engagement. According to

social exchange theory, strong organizational support creates higher job satisfaction, which, in turn, reduces work-related exhaustion. Job satisfaction plays a vital role in optimizing organizational support to minimize employee burnout. Supporting this, Zeng et al. (2022) and Yu et al. (2021) found that positive perceptions of organizational support increase job satisfaction, making tasks easier to accomplish and rewards more meaningful, thereby reducing employees' burnout.

Job satisfaction is also a strong driver of work engagement. Employees with high job satisfaction are more likely to exhibit stronger engagement in their work. Organizational support acts as a catalyst for engagement, whereas job satisfaction enhances positive perceptions of organizational support, resulting in stronger work engagement. Lan et al. (2022) and Chen (2022) found that job satisfaction significantly strengthens the relationship between organizational support and work engagement, as satisfied employees are more willing to engage deeply in their work. Therefore, the following hypothesis is proposed:

Hypothesis 6: Organizational support negatively and significantly affects job burnout through job satisfaction.

Hypothesis 7: Organizational support positively and significantly affects work engagement through job satisfaction.

The Moderation Role of Self-Efficacy

Self-efficacy refers to organizational members' beliefs in their abilities to perform tasks and complete them successfully. In relation to organizational support, and within the framework of the Job Demand-Resources model, individuals who believe they can meet job demands and utilize resources effectively are more likely to achieve higher job satisfaction. Self-efficacy strengthens and optimizes the influence of organizational support, fostering greater satisfaction with work performance. Zeng et al. (2022) and Lan et al. (2022) confirmed that self-efficacy enhances the impact of organizational support on job satisfaction.

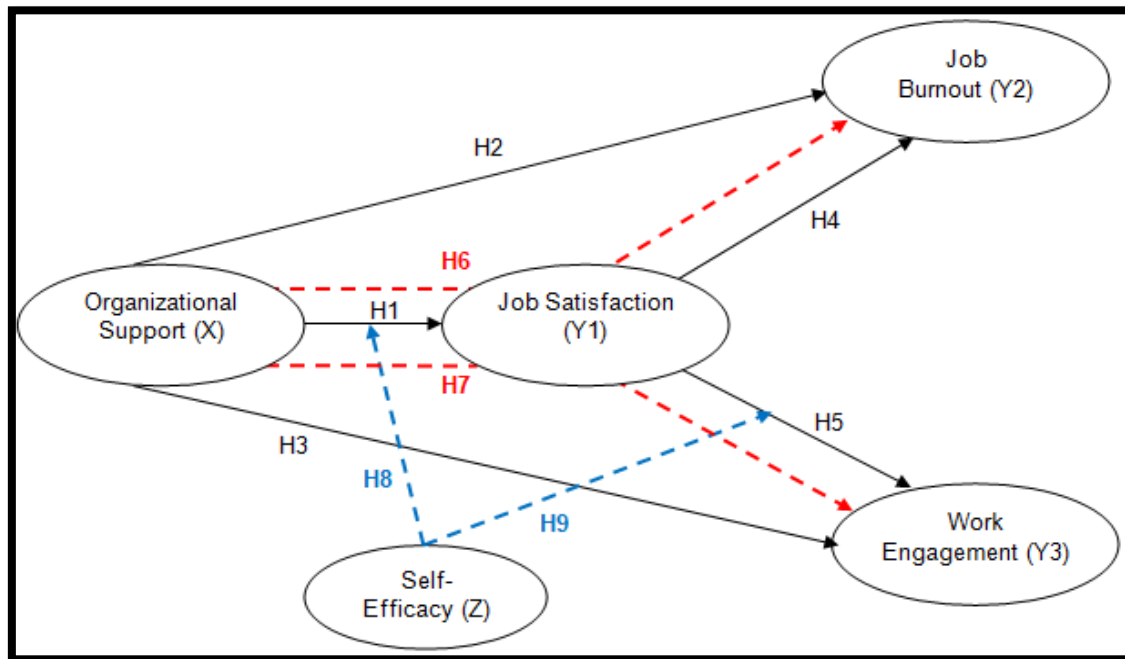
Additionally, self-efficacy plays an important role in the relationship between job satisfaction and work engagement. Individuals with strong confidence in their abilities are more likely to strengthen their satisfaction with work, which in turn results in higher work engagement. Lan et al. (2022) found that self-efficacy positively moderated the relationship between job satisfaction and work engagement. Similarly, Yu et al. (2021) reported that higher levels of self-efficacy encourage stronger job satisfaction, which fosters greater engagement. Based on this, the following moderating hypotheses are proposed:

Hypothesis 8: Self-efficacy moderates the effect of organizational support on job satisfaction.

Hypothesis 9: Self-efficacy moderates the effect of job satisfaction on work engagement.

Based on the elaborated hypotheses and variable relationships, the conceptual framework of this study is illustrated in Figure 1 to clarify the direction of the research model.

Figure 1. Conceptual Framework Model



Research Method

This study employs a quantitative approach with a positivist paradigm and uses explanatory research with data collected through a cross-sectional design. The research was conducted within the scope of the Southeast Sulawesi Regional Police, Indonesia, with police officers working across various departments as the unit of analysis. The study utilized a sample of 253 police officers, determined using Slovin's formula, with proportional random sampling applied to ensure the distribution of respondents across different departments. Data collection was conducted by distributing questionnaires to police officers in each department according to predetermined criteria. The collected data were coded using a Likert scale and then analyzed descriptively and inferentially using Partial Least Squares (PLS).

This study tested four types of variables. The independent variable was organizational support, measured by adopting the scale from Rhoades and Eisenberger (2002), which includes fairness, supervisor support, rewards, and working conditions. The mediating variable was job satisfaction, measured using a simplified version of the Minnesota Satisfaction Questionnaire (MSQ) adapted from Schriesheim et al. (1993), consisting of intrinsic job satisfaction and extrinsic job satisfaction. The moderating variable was self-efficacy, measured by adopting Bandura's (1997) scale, which consists of magnitude, strength, and generality. The dependent variables were job burnout and work engagement. Job burnout was measured using the Maslach Burnout Inventory–Human Services Survey (MBI-HSS) developed by Maslach and Leiter (2008), which includes emotional exhaustion, depersonalization, and reduced personal

accomplishments. Work engagement was measured using vigor, dedication, and absorption indicators (Schaufeli et al., 2002).

Results

The analysis began with descriptive statistics of respondents' characteristics to provide an overview of the police officers who participated in this study. The descriptive analysis examined several demographic aspects, including gender, age, educational background, years of service, and marital status of the participants. Table 1 presents the descriptive statistics.

Table 1. Descriptive Characteristics of Respondents

Characteristic	Category	Frequency	Percentage (%)
Gender	Male	225	88.9
	Female	28	11.1
Age	20 - 29 Years	77	30.4
	30 - 39 Years	67	26.5
	40 - 49 Years	97	38.3
	≥ 50 Years	12	4.7
Education	High School	110	43.5
	Diploma (D3)	6	2.4
	Bachelor Degree	88	34.8
	Master Degree	48	19.0
	Doctoral Degree	1	0.4
Years of Employment	1 - 5 Years	55	21.7
	6 - 10 Years	43	17.0
	11 - 15 Years	17	6.7
	≥ 16 Years	138	54.5
Marital Status	Unmarried	58	22.9
	Married	194	76.7
	Widowed/Widower	1	0.4

From Table 1, it can be observed that within the Southeast Sulawesi Regional Police, the majority of police officers are male, with the most dominant age group being 40–49 years. This can be attributed to the fact that police work generally requires high mobility and field activities, which are often considered more suitable for men than for women. Age distribution also reflects the level of maturity in thinking and work-related activities. Regarding education, most officers hold a senior high school diploma, although a considerable number also hold undergraduate degrees, indicating a sufficient level of knowledge and

intellectual maturity to perform their duties effectively. In terms of years of service, most officers have long tenures, demonstrating their high level of experience in understanding organizational support and managing job burnout and work engagement. Furthermore, most officers are married, reflecting a high sense of responsibility. However, if not well managed, these responsibilities may increase the likelihood of job burnout.

This study employed Partial Least Squares (PLS) to analyze the collected data. The initial step in the analysis was to examine the validity and reliability of the measurement model through the outer model testing. Based on the results, the values obtained from the validity and reliability tests for the research model are presented in Table 2.

Table 2. Outer Model Testing

	Original sample (O)	T statistics (O/STDEV)	P values	Composite Reliability
X1 <- Organizational support (X)	0.924	70.171	0.000	0.943
X2 <- Organizational support (X)	0.923	67.098	0.000	
X3 <- Organizational support (X)	0.912	69.798	0.000	
Y1.1 <- Job Satisfaction (Y1)	0.941	95.68	0.000	0.942
Y1.2 <- Job Satisfaction (Y1)	0.946	122.627	0.000	
Y2.1 <- Job Burnout (Y2)	0.916	52.648	0.000	0.842
Y2.2 <- Job Burnout (Y2)	0.975	52.334	0.000	
Y2.3 <- Job Burnout (Y2)	0.987	57.302	0.000	
Y3.1 <- Work Engagement (Y3)	0.941	100.152	0.000	0.953
Y3.2 <- Work Engagement (Y3)	0.922	72.059	0.000	
Y3.3 <- Work Engagement (Y3)	0.939	102.919	0.000	
Z1 <- Self-Efficacy (Z)	0.923	72.063	0.000	0.938
Z2 <- Self-Efficacy (Z)	0.908	51.469	0.000	
Z3 <- Self-Efficacy (Z)	0.909	55.963	0.000	

Based on the results of the outer model testing presented in Table 2, it can be concluded that each indicator forming the variables under investigation in this study demonstrated values above the established thresholds for both validity and

reliability. Therefore, it can be stated that all measurement indicators of the variables meet the required criteria.

The next step was to conduct structural model testing. This test was conducted to examine whether the relationships between the latent variables, namely, exogenous and endogenous constructs, could provide answers to the hypothesized relationships among latent variables. Structural model testing was performed by evaluating the R-squared values and calculating the predictive relevance (Q-squared) of the model. The results of this analysis are presented in Table 3.

Table 3. R-Square

Variable	R-square
Job Satisfaction(Y1)	0.809
Job Burnout (Y2)	0.658
Work Engagement (Y3)	0.859

Based on Table 3, it can be observed that the correlation values are acceptable. Furthermore, to assess the overall model fit, the total coefficient of determination was examined using a Q-square test. The following formula was used to determine the Q-square value:

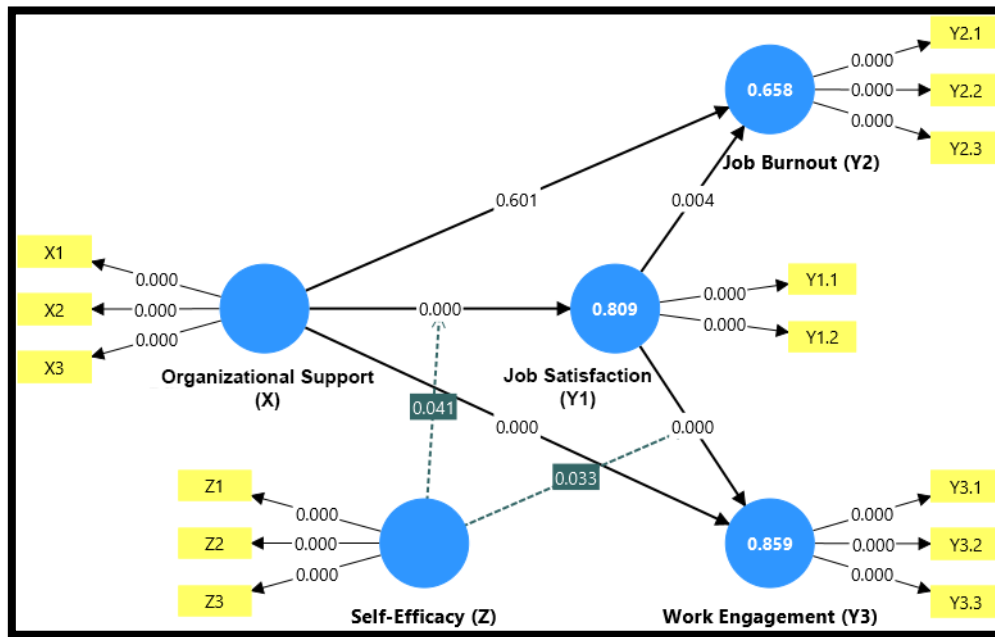
$$Q^2 = 1 - (1-R_1^2) * (1-R_2^2) * (1-R_n^2)$$

$$Q^2 = 1 - (1- 0.809) * (1-0.658) * (1-0.859)$$

$$Q^2 = \mathbf{0.991}$$

Based on the Q-square (Q^2) calculation, the obtained value was 0.991. This figure can be interpreted to mean that the research model can explain the contribution of organizational support toward job satisfaction, job burnout, and work engagement by 99.1%. This value falls into the category of a very strong explanatory power. Accordingly, it can be concluded that the developed model possesses a very high level of predictive relevance.

Subsequently, after all tests met the required criteria, hypothesis testing was conducted, covering both direct and indirect effects. Based on the results of the inner model testing in PLS, the findings are presented in Figure 2.

Figure 2.Inner Model Testing

From Figure 2, it can be observed that, in general, almost all of the tested hypotheses demonstrated significant correlations that met the required threshold ($p\text{-value} < 0.05$), with only one hypothesis being insignificant. For further clarification, the results of the direct effect testing are presented in Table 4.

Table 4.Results of Direct Effect Testing

Research Hypothesis	Path Coefficient	T statistics	P values
Organizational Support → Job Satisfaction	0.470	5.366	0.000
Organizational Support → Job Burnout	0.083	0.523	0.601
Organizational Support → Work Engagement	0.243	3.930	0.000
Job Satisfaction → Job Burnout	-0.326	4.017	0.004
Job Satisfaction → Work Engagement	0.631	10.245	0.000

Based on the results of the direct effect testing in Table 4, it was found that organizational support has a positive and significant effect on job satisfaction with a path coefficient of 0.470, a t-statistic of 5.366, and a p-value of 0.000. Similarly, the effect of organizational support on work engagement was also found to be positive and significant, with a coefficient value of 0.243 and a p-value of 0.000. This indicates that the better the organizational support provided, the higher the level of job satisfaction and work engagement experienced by organizational members. Conversely, the effect of organizational support on job burnout was found to be insignificant, with a correlation value of 0.083 and a p-value of 0.601 (>0.05), indicating that changes in organizational support do not significantly affect the level of job burnout experienced by members. Based on

these findings, it can be concluded that Hypotheses H1 and H3 are accepted, while Hypothesis H2 is rejected.

Furthermore, job satisfaction was also found to play an important role. Its effect on job burnout was negative and significant, with a path coefficient of -0.326, a t-statistic of 4.017, and a p-value of 0.004, indicating that higher levels of job satisfaction lead to reduced job burnout. Similarly, the effect of job satisfaction on work engagement was found to be positive and significant, with a path coefficient of 0.631 and a p-value of 0.000. This represents the dominant effect, meaning that the greater the job satisfaction experienced, the higher the level of work engagement among organizational members. Therefore, Hypotheses H4 and H5 proposed in this study are accepted.

With regard to the testing of mediation by job satisfaction and moderation by self-efficacy, this study examined two mediation hypotheses namely, the mediating role of job satisfaction in the relationship between organizational support and job burnout, and between organizational support and work engagement as well as two moderation hypotheses, namely, the moderating role of self-efficacy in the relationship between organizational support and job satisfaction, and between job satisfaction and work engagement. The results of the mediation and moderation tests are presented in Table 5 below.

Table 5. Results of Mediation and Moderation Effect Testing

	Independent	Mediation	Dependent	Mediation Coefficient	p-value
Mediation Test	Organizational Support	Job Satisfaction	Job Burnout	- 0.153	0.001
	Organizational Support	Job Satisfaction	Work Engagement	0.296	0.000
	Independent	Moderation	Dependent	Moderation Coefficient	p-value
Moderation Test	Organizational Support	Self-Efficacy	Job Satisfaction	0.037	0.041
	Job Satisfaction	Self-Efficacy	Work Engagement	0.057	0.033

The results in Table 5 show that job satisfaction mediates the relationship between organizational support and job burnout, with a coefficient value of -0.153 and a p-value of 0.001. This indicates that the better the organizational support provided, the higher the level of job satisfaction, which in turn, reduces job burnout. Referring to the nature of the effect, the mediation is categorized as full mediation. Furthermore, job satisfaction was found to mediate the relationship between organizational support and work engagement, with a coefficient value of 0.296 and a p-value of 0.000, demonstrating that job satisfaction serves as a strong link between organizational support and improved work behavior among members. Because both the direct and mediating effects

were significant, this mediation was categorized as partial mediation. Therefore, H6 and H7 are accepted.

In terms of moderation testing, it was concluded that self-efficacy has a positive and significant moderating effect on both relationships, organizational support on job satisfaction (0.037, p-value 0.041) and job satisfaction on work engagement (0.057, p-value 0.033). This indicates that the self-efficacy of organizational members strengthens the influence of organizational support in creating job satisfaction, as well as the effect of job satisfaction on fostering stronger work engagement. Hence, H8 and H9 are accepted.

Discussion

Within the context of regional police organizations, organizational support plays a crucial role in fostering positive behavior among members. The findings of this study revealed that organizational support significantly enhanced both job satisfaction and work engagement among police officers in the Southeast Sulawesi Regional Police Department. This highlights that organizational support in facilitating employees' work can serve as an important driver for members to face job demands with greater satisfaction, enthusiasm, and dedication. However, organizational support had no significant direct effect on reducing job burnout. In the policing context, job demands and pressures are inherently embedded in the profession, making organizational support alone insufficient to alter the level of burnout experienced by officers. Job satisfaction emerged as an important mediating mechanism, particularly with respect to job burnout, serving as a key channel through which organizational support reduces employee fatigue. When organizational support leads to higher job satisfaction, burnout levels can be minimized. Moreover, job satisfaction was a critical mediator of work engagement. The results show that job satisfaction exerts the strongest influence on engagement, highlighting the importance of ensuring that members feel satisfied so that they remain committed and deeply engaged in their work. Finally, self-efficacy was found to play an important role in strengthening both the relationship between organizational support and job satisfaction and the relationship between job satisfaction and work engagement. The confidence of organizational members is a vital factor in reinforcing organizational efforts to foster positive work behavior.

Conclusion

The findings of this study confirm that organizational support plays a vital role in enhancing job satisfaction and work engagement. Therefore, the Southeast Sulawesi Regional Police should reinforce aspects of organizational support, particularly regarding rewards and working conditions, as well as improvements in fairness and supervisory support, which have not yet been fully optimized. Furthermore, organizational support was found to indirectly affect burnout through job satisfaction. Hence, burnout prevention strategies should primarily focus on improving factors that shape job satisfaction, both intrinsic and extrinsic ones. Since job satisfaction has been proven to be the strongest

predictor of work engagement, organizational policies should prioritize creating a work environment that fosters satisfaction. This can be achieved through fair task distribution, career development opportunities, emotional support from supervisors, and performance recognition. Finally, the findings of this study may serve as a basis for evidence-based managerial policy in the Southeast Sulawesi Regional Police, particularly in the design of reward systems, career development, workload distribution, and improvements in work facilities. Thus, the results provide strategic insights for enhancing both psychological well-being and performance among police officers.

Limitation and Future Research

Every study has limitations that need to be acknowledged to interpret the findings more accurately. These limitations are not intended to undermine the contribution of this research but rather serve as scholarly reflections and a foundation for future studies. First, this study was conducted exclusively on police officers within the Southeast Sulawesi Regional Police, with a scope limited to a single institution and region. As such, the generalizability of the findings to other police organizations or different public and private sector contexts is limited. Future research should test and extend the proposed model across broader settings, such as larger police institutions in other regions or countries or other relevant organizations. Second, the research instrument employed was a questionnaire that used a Likert scale. Although this method is commonly used in organizational behavior research, there is a potential for self-report bias, where respondents may answer according to social norms or organizational expectations rather than their true psychological condition. Moreover, this study used a cross-sectional quantitative approach, which cannot capture the longitudinal dynamics of the relationships between variables. Future research is recommended to complement surveys with in-depth interviews to obtain more accurate data and to employ longitudinal designs to observe changes over time. Finally, although this study incorporated job satisfaction as a mediating variable and self-efficacy as a moderating variable, their roles remained somewhat partial. For example, job satisfaction only partially explained the relationship between organizational support and both engagement and burnout. Similarly, although the moderating effect of self-efficacy was significant, its magnitude was relatively small. This suggests that other factors may play a more dominant role in strengthening these relationships. Therefore, future studies should aim to develop a more comprehensive model by including additional mediating and moderating variables, such as organizational trust or commitment, to better capture the complex psychological mechanisms at play.

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