

# The Role of Perceived Organizational Support as a Mediator in the Influence of Work Environment on Work Engagement in Police Members

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**Abstract.** As law enforcement officers, police officers are required to be ready to carry out their duties 24 hours a day and take full responsibility for every call of duty. This demand can affect their psychological engagement at work. This study aims to examine the influence of the Work Environment on Work Engagement, with Perceived Organizational Support as a mediating variable. This quantitative study involved 150 members of the Cilacap Police Department with data collected using a Likert scale questionnaire. Data analysis was conducted using (SEM-PLS) using SmartPLS 3.0. The results showed that the Work Environment influenced POS, but the Work Environment and POS did not significantly influence Work Engagement, and POS did not mediate the relationship. These findings indicate the need for strategies to improve work engagement within the Cilacap Police Department. This study has limitations, so it is recommended that further research consider other more relevant variables.

**Keywords:** Work Environment; Perceived Organizational Support; Work Engagement

## 1 Introduction

The police are law enforcers who have an important role in Indonesia. The Indonesian National Police is one of the functions of the state government in the field of maintaining security and public order. Article 13 of Law of the Republic of Indonesia Number 2 of 2002 stipulates that the Indonesian National Police (POLRI) has the duty to maintain security and public order, enforce the law, and provide protection, protection and services to the community. As a police officer, you must be ready to carry out the tasks assigned for 1x24 hours for duty calls at any time. This is a work demand that must be carried out with a full sense of responsibility so that it can affect the psychological attachment of police officers in their work. As a member of the police force, good performance is needed. To improve good performance, it must increase high work engagement.

In the context of police organizations, work engagement is very important because it is directly related to performance and effectiveness in carrying out tasks that are often high risk. Police officers are faced with various challenges that require a high level of engagement to ensure public safety and security. The established engagement will foster a strong

emotional connection between an employee and their organization, thereby motivating individuals to invest greater effort in their work [1]. However, to increase high work engagement, it is necessary to create a good work environment. Work environment is defined as everything that has the potential to affect organizational performance [2]. The work environment must be supportive, including facilities, organizational culture, as well as relationships between colleagues, which can encourage police officers to be more engaged and committed to their duties.[3]

In addition, another study conducted by [4] shows other evidence that one of the factors that supports the achievement of high levels of work engagement among employees is perceived organizational support. Eisenberger et al. [5] also stated that one of the crucial factors that can affect work engagement is perceived organizational support. This concept refers to employees' views on the extent to which the organization values their contributions and cares about the welfare of its employees [6]. Previous research also shows that perceived organizational support has an influence of 42.9% on work engagement [7].

Several studies on the effect of work environment on work engagement have been conducted by previous researchers, but no researcher has added the variable perceived organizational support as a mediator to the effect of work environment on work engagement. In addition, previous studies were conducted on lecturers and company employees, while this study was conducted on members of the police. Therefore, this research is important to explore more broadly matters related to the effect of work environment on work engagement with perceived organizational support as a mediator.

## **2 Literature Review**

### **Work Engagement**

Work engagement is a condition in which a person has positive thoughts so that he is able to express himself, both physically, cognitively, and affectively, in doing his work [8]. Work engagement is a desired condition, has a purpose, and implies attachment, commitment, enthusiasm, focus, and full energy in working so that it has good work attitude and behavior components [9]. Aspects of work engagement include: Vigor, Dedication, and Absorption [10]

### **Work Environment**

The work environment is everything that has the potential to influence organizational performance [7]. According to Albrecht and Leiter [8], the work environment is all the tools and materials encountered, the environment around where a person works, their work methods, and work arrangements, both as individuals and as a group. The work environment has five indicators consisting of lighting, color, and aesthetics of the work space, work safety, conditions of the work space layout, and employee relationships, both with fellow employees, subordinates, and superiors [11].

### **Perceived Organizational Support**

According to Saks [4] perceived organizational support is a situation that creates an organizational obligation to realize employee welfare which will further help the organization achieve its goals [4] According to Hardianto & Ratna [7] perceived organizational support is the level at which employees feel that the company pays attention to employee welfare properly and assesses the contributions they have made to the company [8]. Meanwhile, according to Rhoades & Eisenberger [9], perceived organizational support is the employee's perception of the organization to what extent the organization can appreciate the contribution

and care about the welfare of employees [9]. The aspects of perceived organizational support namely appreciation for employee contributions and organizational concern for employee welfare [9].

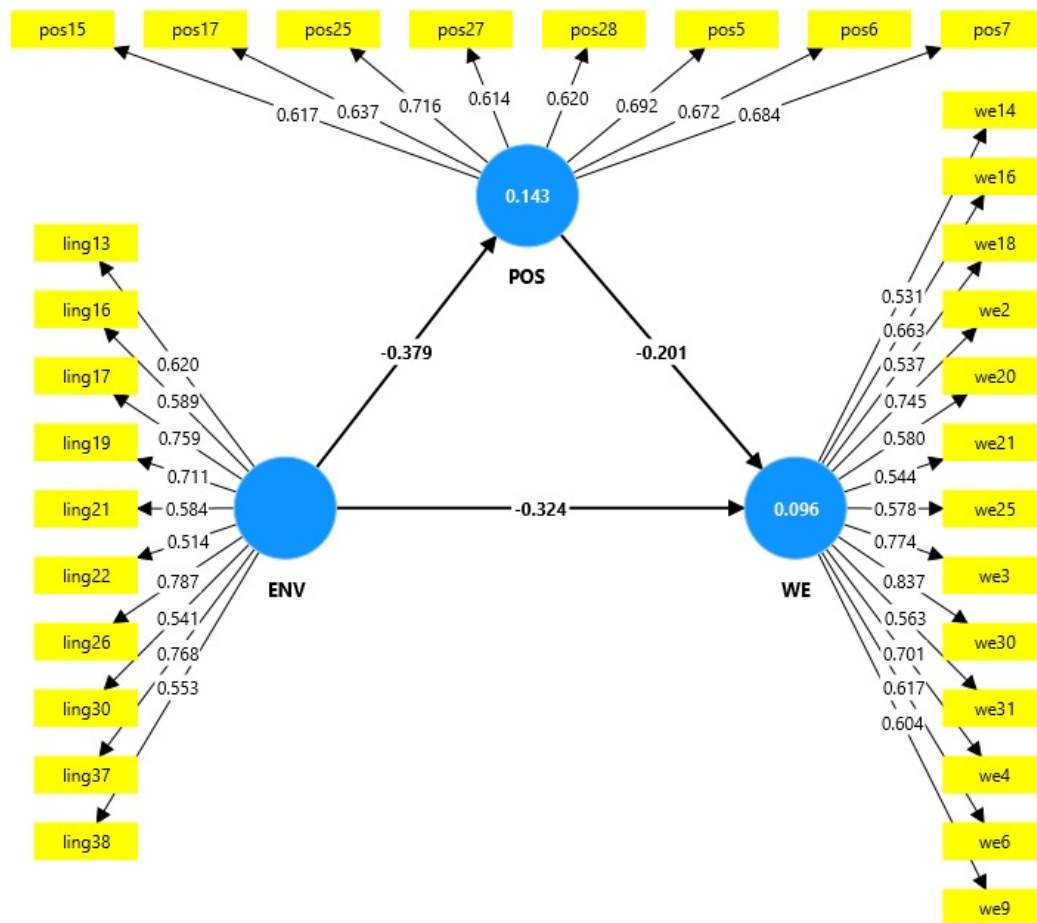
### **3 Method**

This research employed a quantitative approach aimed at empirically examining the relationships among variables using statistical analysis. The population of this research consisted of all police officers serving at Cilacap Police Department (Polres Cilacap), with a total of 150 members. Since the population size was relatively small and fully accessible, this research applied a saturated sampling technique, in which all members of the population were included as respondents. This method was chosen to obtain more comprehensive and representative data. The data collection method in this research utilized Likert-scale questionnaires, developed based on behavioral indicators presented in the form of statement items. There were three measurement scales used in this study: the Work Environment Scale, the Work Engagement Scale, and the Perceived Organizational Support Scale. The data analysis was conducted using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with the assistance of SmartPLS version 3.0 software. SEM-PLS enables researchers to perform partial path analysis and examine the influence of independent variables on dependent and intervening variables. The SEM-PLS analysis consisted of three main stages: (1) inner model, (2) outer model, and (3) hypothesis testing. The measurement model was assessed by examining convergent validity and discriminant validity, while the reliability of the constructs was evaluated using Cronbach's Alpha and Composite Reliability tests [10].

### **4 Result**

#### **Convergent Validity**

Validity testing can be seen using the convergent validity test. Convergent validity is tested by looking at the outer loading value of each indicator on its respective construct.



**Figure 1.** Outer Loading Algorithm

The figure above shows that all indicators of the three constructs of Work Environment, Perceived Organizational Support, and Work Engagement have a loading value above 0.50. This means that each item or statement is able to adequately explain the construct it represents. The ideal outer loading value is above 0.70. However, values between 0.50-0.70 are still acceptable as long as the indicator's contribution remains significant to the composite reliability [11].

### **Discriminant Validity**

Discriminant validity assesses whether the constructs in the model are indeed empirically distinct from each other. Two main methods are used: Fornell-Larcker Criterion and Cross Loading.

**Table 1.** AVE Value Table

Variable	AVE
ENV	0.650
POS	0.658
WE	0.643

The table above shows that the Fornell-Larcker results related to the square root value of AVE are higher than the correlations between other constructs. This suggests that the construct shares more variance with its own indicators than with other constructs. Cross loading further strengthens this claim. Cross loading shows that each indicator has the highest loading on its construct compared to other constructs. This finding reinforces the statement that the indicators used have specifically measured their respective constructs. The cross loading and Fornell-Larcker approaches should be used together to ensure comprehensive discriminant validity [12].

### Construct Reliability

Reliability refers to the internal consistency of indicators in measuring a construct. In this study, the three constructs (ENV, POS, WE) showed Cronbach's Alpha and Composite Reliability (CR) values.

**Table 2.** Cronbach's Alpha and Composite Reliability Values Table

Variable	Cronbach's alpha	Composite reliability
ENV	0.848	0.877
POS	0.821	0.859
WE	0.891	0.900

The table above shows that all values are well above the minimum threshold of 0.70, which indicates that all constructs have high reliability and good internal consistency [13]. Thus, the measuring instruments in this study have strong and reliable measurement quality.

### R-Square (R<sup>2</sup>) Value

The R<sup>2</sup> value indicates the proportion of variance in endogenous constructs explained by exogenous constructs. In this study, the results are :

**Table 3.** R-Square Values Table

Variable	R-square	Adjusted R-square
WE	0.096	0.067

The table above shows a low or weak predictive power value, in accordance with Chin's (1998) classification which states that  $R^2 < 0.19$  is considered weak[14]. This low R<sup>2</sup> value indicates that employee work engagement is influenced by many other factors outside the model, such as intrinsic motivation, organizational culture, social support from colleagues, and transformational leadership [15].

### F-Square ( $f^2$ ) Value

The effect size  $f^2$  shows how much influence the exogenous construct has on the endogenous construct if the construct is removed from the model. In this study the results were obtained:

**Table 4.** F-Square Values Table

Variable	ENV	POS	WE
ENV		0.168	0.099
POS			0.038
WE			

The table above shows that based on Cohen [9], the  $f^2$  value of 0.02 is considered small, 0.15 is medium, and 0.35 is large. So it can be concluded that the effect of ENV on WE is small, while the effect of POS on WE is very small [16] This is in line with Saks' [4] research, which shows that the relationship between organizational support and engagement is often indirect, but rather mediated by factors such as trust, job satisfaction, or perceptions of fairness [4].

### Path Significance Test (Hypothesis)

The following is a table showing the results of the three hypothesis tests in this study:

**Table 5.** Hypothesis Test Results Table

	Original Sample (O)	Sample mean (M)	Standard Deviation	T Statistics	P Values
ENV - > POS	-0.379	-0.409	0.160	2.368	0.018
ENV - > WE	-0.324	-0.305	0.258	1.253	0.210
POS - > WE	-0.201	-0.182	0.263	0.763	0.445

#### **H1 (ENV → POS): Significant (t = 2.368, p = 0.018)**

The results of this study indicate that the work environment has a significant effect on POS. This finding is consistent with the study conducted by [17], which revealed that a supportive and positive work environment can enhance employees' perceptions of organizational support.

#### **H2 (ENV → WE): Not Significant (t = 1.253, p = 0.210)**

The results of this study reveal that the work environment does not have a significant effect on work engagement. This finding differs from previous studies, which demonstrated that the work environment significantly influences employees' engagement at work.[18] Another study also reported a positive and significant relationship between the work environment and work engagement. [19] Therefore, the present finding does not support earlier research, suggesting that the work environment may not be the primary factor influencing work engagement among police officers.

#### **H3 (POS → WE): Not Significant (t = 0.763, p = 0.445)**

The results of this study indicate that POS does not have a significant effect on work engagement. This finding contrasts with previous studies, which reported that POS plays an important role in enhancing work engagement [20] Other research also found that perceived organizational support can increase employees' level of engagement. [21] Therefore, this study's results are inconsistent with prior findings, suggesting that other factors may play a more dominant role in influencing work engagement among police officers.

## 5 Discussion

The results of SEM-PLS analysis in this study indicate that work environment has a significant effect on perceived organizational support with a  $p$  value = 0.018 ( $p < 0.05$ ). This finding is in line with previous research which states that the quality of the work environment has a major contribution to employees' perceptions of the extent to which the organization supports them [22]. In the context of policing, a conducive work environment, such as decent work facilities, healthy interpersonal relationships, and supportive management, can strengthen the belief that the institution is concerned about their well-being [23].

However, interestingly, the work environment variable does not significantly affect work engagement with a  $p$  value of 0.210, and neither does the perceived organizational support variable on work engagement with  $p = 0.445$ . These results contradict various previous studies which state that a good work environment and organizational support tend to increase work engagement [24]. This discrepancy may be due to the nature of police work that has structural pressures, strict hierarchies, and high workloads, which make their work engagement more influenced by intrinsic factors such as work meaning, transformational leadership, or personal motivation [25].

The R-square value for work engagement of 0.096 indicates that perceived organizational support and work environment can only explain 9.6% of the variance in work engagement, indicating that the model has low predictive power. This reinforces the notion that there are other factors that are more dominant in explaining work engagement in the context of police officers, such as a sense of responsibility to the community, institutional loyalty, or work culture factors [26].

The implication of these findings for police organizations is the need to strengthen other aspects of the organization that can increase engagement, not only by creating a good work environment or showing support, but also by fostering an inspiring work climate, motivating leadership, and empowering members to feel a sense of control and meaning over their duties.

This study has limitations in the scope of the variables used, as well as subjects who only came from one institution, so the generalization of the results to a wider population is limited. In addition, the cross-sectional design does not allow for in-depth inference of causal relationships. Future research is recommended to include additional variables such as transformational leadership, meaning of work, and organizational culture. A longitudinal approach can also provide a deeper understanding of the dynamics of the relationship between variables over time.

## 6 Conclusion

Based on the results of research and discussion, it shows that only work environment variables have a significant influence on perceptions of organizational support. Meanwhile, neither the work environment nor the perception of organizational support showed a significant influence on job attachment. This finding suggests that police officers' perceptions of organizational support are strongly influenced by the quality of the work environment they experience on a daily basis. However, these perceptions have not been able to directly encourage increased work engagement. This highlights that in the context of a high-pressure job such as policing, job attachment is not sufficiently influenced by physical conditions and organizational support alone, but may also be determined by other factors such as leadership, role clarity, workload, and work-life balance. The main contribution of this study is to provide a deeper understanding of the psychological dynamics of work in law enforcement institutions. The results of this study add to the literature in the field of industrial and organizational psychology, especially in the militaristic public sector. For future research, it is

recommended to explore other variables that could potentially mediate or moderate the relationship between perceived organizational support and job attachment, such as job stress, organizational culture, or personal characteristics such as resilience and intrinsic orientation. Longitudinal and mixed-method approaches may also provide richer insights into the dynamics of work attachment over the long term.

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