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AINVESTIGATING THE INFLUENCE OF MOTIVATION AND ORGANIZATIONAL SUPPORT ON EMPLOYEE PERFORMANCE WITH EMPLOYEE ENGAGEMENT AS A MEDIATOR

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PUBLIC INTEREST STATEMENT

Human resources need organizational participants that can improve performance. Direct organizational roles and mediation can enhance employee engagement. The mediation results show that involvement can mediate the influence of motivation and organizational support on employee performance.

THE MOTIVATION OF THE STUDY

This research is expected to be further learning about how to improve employee performance. Including the procedures for applying it in the industrial world, to increase organizational achievement. Making learning materials in class is also highly expected, so that each student can understand human resources further, especially in improving employee performance. Improving employee performance will make the organization strong, both from within and from outside. This of course will also have an impact on the quality of a country's human resources, creating more welfare from the quality of human resources.

ABSTRACT

This study aims to analyze the influence of motivation and organizational support on employee performance mediated by involvement. Sample 239 respondents of Grand Indonesia Mall employees. Data were analyzed using Structural Equation Modeling (SEM). The results of the analysis concluded that organizational motivation and support have a positive and significant influence on employee involvement. Motivation, organizational support, and involvement directly affect employee performance. The mediation results show that involvement can mediate the influence of motivation and organizational support on employee performance. Research findings indicate that involvement can significantly mediate the indirect effect of organizational motivation and support on employee performance. This shows that high organizational motivation and support can increase employee involvement and further improve employee performance. Future studies are expected to re-examine the mediating role of the relationship associated with organizational commitment in similar companies.

INTRODUCTION

Employee performance is very important for a company because good performance means the company's employees produce good products or services, so that the company can survive, compete, develop to achieve goals. Based on research results, employee performance is influenced by many things. Research by Ali et al. (2016) states the positive effect of work motivation on employee performance, Afzali et al. (2014) state that perceived organizational support is positively correlated with psychological empowerment and performance. Bakker & Bal (2010) states that employee engagement can significantly affect performance. In addition to influencing performance, motivation can also affect employee engagement (Khan & Iqbal, 2013). The same opinion was expressed by Shahen & Farooqi (2014) stating that motivation is positively correlated with employee engagement and Evangeline & Ragavan (2016) states that employee engagement is the result of healthy and motivated employee culture. Based on this study, it can be said that there is an influence of motivation on employee engagement.

Another thing that can affect employee performance in a company organization according to experts is considered organizational support as revealed in a study conducted by Afzali et al. (2014) states that perceived organizational support is positively correlated with psychological empowerment and performance. Similarly, research conducted by Na-nan et al. (2018) also states that perceived organizational support has a direct impact on performance. Thus it can be said that the higher perceived organizational support will influence and positively related to performance. Other research on organizational support conducted by Meintjes & Hofmeyr (2018) states that organizational support can be used by organizations to increase employee engagement and ultimately improve performance, this is consistent with previous research conducted by Nazir & Islam (2017) which states that employees who feel greater support from the organization will be more likely to have a higher level of engagement, commitment, and performance.

Motivation and organizational support as described above, in addition to influencing employee performance; also affects employee engagement. While in different studies, experts said that other things that could affect employee

performance were employee attachments proposed by Bakker & Bal (2010) stating that employee engagement could significantly affect performance. While Nazir & Islam (2017) who conducted research using employee engagement as mediation, found the results that employee engagement mediated the relationship between organizational support and employee performance. Based on this, it can be said that research has stated that employee engagement directly or as a mediator can affect performance.

The problems faced by the Grand Indonesia Mall mainly are problems with employee performance that is not yet optimal. This is reflected in the average total value of the achievement of Performance Development Review (PDR) and Key Performance Indicator (KPI) of employees for 3 (three) consecutive years (2015, 2016, 2017) only reaching the category of "Meeting the Requirements" and not reaching the "Exceeding Requirements" category as targeted by the company. In line with the achievement of the target total value of the average achievement of PDR and KPI, it was also found that work motivation and employee engagement were still not optimal; This is reflected in the still high level of customer complaints obtained from the results of the customer questionnaire. The biggest customer complaints are sourced from two divisions, namely operations (regarding parking, security, cleanliness) and engineering (regarding Occupational Health Safety).

This study trying to examine employee engagement as a mediator that can be influenced by organizational motivation and support as an independent variable. This study aims to describe the influence of motivation and organizational support on employee performance mediated by employee engagement at Mal Grand Indonesia.

LITERATURE REVIEW

Relationship of motivation with employee attachment

The relationship between employee motivation and attachment can be seen proposed by Herzberg (1959, 1968), Latham & Ernst (2006) in Shuck & Wollard (2010) which say that intrinsic motivational factors motivate employees more in engagement than extrinsic motivational factors. The statement also stated that motivation has a positive influence on attachment. Meanwhile, Armstrong & Taylor (2014) said that motivation is a force that provides energy, motivation, and support, and high performance is carried out by people who are motivated and ready to make discretionary efforts. This statement raises the word "discretion" which means "freedom to make your own decisions" which is a form of attachment. Motivation can also be described as internal and external forces that cause initiation, direction, intensity, and perseverance in behavior. Therefore, highly motivated employees will have high initiation, direction, intensity, and perseverance. With the high level of need, Li et al. (2016) state that a person's motivation will increase, thus impacting on high employee attachment.

H1: Motivation has a positive effect on employee engagement

Relationship between organizational support and employee engagement

The relationship between perceived organizational support and employee engagement can be seen proposed by Demerouti et al. (2010); Salanova et al. (2005); Schaufeli & Taris (2014); Schaufeli & Bakker (2004); Setton et al. (1996); Bakker & Demerouti (2007); Sulea et al. (2012) attachment is positively related to job characteristics that can be labeled as resources, motivators or energy, such as social support from colleagues and superiors, performance feedback, coaching, autonomous work, various tasks, and training facilities.

In line with this opinion, Settoon et al. (1996) suggested that overall organizational support reflects the desires of its members and recognition of their values and contributions in a subjective way. Social Exchange Theory has always been the basis of theoretical research into organizational support and employee engagement. The basic premise of organizational support is that if someone gives help to others, the person believes that he will receive an appropriate return from others in the future. Likewise, Schaufeli & Baker (2004) said social support in the workplace was considered to have the potential to motivate and thus be positively related to employee engagement. While Bakker & Demerouti (2007), Schaufeli & Bakker (2004), Sulea et al. (2012) say social support at work is considered to have the potential for motivation and is thus positively related to employee engagement.

Other statements Kurtessis et al. (2017) state that organizational support helps improve employee performance feedback and then impacts more bound employees. Employees with perceived organizational support will be skeptical. Conversely, when organizational support is felt high, then they will tend to become attached to work.

H2: Organizational support has a positive effect on employee engagement

Relationship of motivation with employee performance

The relationship between motivation and performance can be seen based on what is proposed by experts, including the statement of Shulze & Steyn, (2003) in Ali et al. (2016) which states that motivation encourages employees to do certain jobs. Performance is the result of work that has a strong relationship with the strategy of the organization, customer satisfaction, and economic contribution (Armstrong & Taylor, 2014). In line with the opinion of other experts, Kanfer (2005) said that individual performance is expressed as the affinity of closeness between the organization and members of the organization/individual. High performance is shown when employees complete tasks and generate satisfaction can complete work tasks.

Another opinion that strengthens the relationship between motivation and performance is stated by Armstrong & Taylor (2014) motivation is a force that energizes, directs, and maintains behavior. While high performance is achieved by motivated people who are well prepared to carry out discretionary efforts, who independently do more than they expect. Although it is not very

clear to say that motivation influences performance, the following statement from Heathfield (2015) can serve as evidence that there is a relationship between motivation and performance, namely employee performance is a factor, element, or desire that encourages employees to pursue and achieve work goals and tasks and the reasons why employees act and behave in certain ways that can be influenced. In line with what has been stated above, research conducted by Hee et al. (2016), states that the motivation given by management to employees that aim to create positive and dynamic emotional environmental conditions can trigger effective performance. In the description, it can be assumed that more motivated employees, will further improve employee performance in the organization.

H3: Motivation has a positive effect on employee performance

Relationship between organizational support and employee performance

The relationship between organizational support for performance can be seen proposed by experts, including Eisenberger et al. (1986) which say that perceived organizational support will increase the perceived obligation of employees to help organizations achieve their goals, their commitment to the organization, and performance improvement. This statement is in line with the statement of Shuck & Wollard (2010) employees who work in a positive psychological climate are more productive and meet the desired goals of the organization. In line with the statement of Albrecht et al. (2015) that organizations that create conditions that support, enhance and maintain employee engagement will have employees with high levels of performance, and organizational units will have competitive advantages.

The statements of the experts above are also in line with what was stated by Ucar & Otken (2013) which states that perceived organizational support will have benefits for the organization to facilitate employee needs to improve employee performance. When organizations develop relationships that support employees, this helps employees to provide optimal performance (Biswas & Bhatnagar, 2013). It can be said that employees who feel supported by the organization will tend to perform better than employees who feel that the organization does not support them.

Perceived organizational support is seen as an important factor for understanding employee attitudes/behavior related to work and for distinguishing relationships between employees and the workplace (Shen et al. 2014). Many theories hypothesize that organizational support is related to improved performance Eisenberger et al. (1986). In Nazir & Islam, (2017). Consistently many studies have suggested that perceived organizational support is a "socio-emotional source". These requirements can be met by perceived organizational support. Social Exchange Theory experts argue that when socio-emotional needs are met, creating reciprocal norms, such as showing greater effort at work and commitment to the organization.

H4: Organizational support has a positive effect on employee performance

Attachment relationship with employee performance

Saks (2006) says Social Exchange Theory is a theoretical basis to explain why employees choose to be more or less attached to their organizations. The relationship between employee engagement and performance can be seen proposed by experts, including Kahn (1990) in Nazir & Islam (2017) stating that attachment is the work role of organizational members. The role of work, in this case, is performance. It is said that the attachment expresses itself physically, cognitively, and emotionally while doing work. Subsequent statements from Maslach and Leiter (1997) in Schaufeli et al. (2002) say that engagement is characterized by energy, involvement, and efficacy (trust in the ability to complete a job); efficacy, in this case, means performance.

While Balain & Sparrow (2009) said engagement is when an employee is committed to their work and organization and is motivated to achieve high levels of performance. So, apart from being preceded by commitment and motivation, involvement influences a person to achieve high levels of performance. In line with the statement, Kahn (1990); Rich, Lepine, and Crawford (2010); Schaufeli, Salanova, González, Roman, and Bakker (2002) in Yongxing et al. (2017) states employee involvement as an active country that is positively related to important outcomes such as performance, commitment, and health. Bamford et al. (2013) in Shu, (2015), which states individuals will be involved in their duties if the related activities satisfy their interests, which in turn, leads to positive work outcomes.

Another opinion states that employee involvement is very important for the organization because it has contributed to the bottom line level (Demerouti et al., 2010). When organizations develop employee engagement, it will have an impact on optimal performance (Biswas & Bhatnagar, 2013). Employees are involved in a variety of productive behaviors that enhance team efforts to work together towards organizational goals (Bakker & Demerouti, 2008). This synergistic effort leads to improving employee performance (Bakker & Schaufeli, 2008; Bakker et al, 2008). The reason behind this effort; performance is the ability of employees to transfer their feelings throughout the organization (Bakker & Demerouti, 2008). The Bakker & Demerouti study (2008) shows that highly engaged employees not only pursue goals related to their role, but also cognitive and emotional relationships with their efforts. Employees are involved in working cooperatively with their teammates, taking responsibility for their work, and trying to make a full contribution to the goals and objectives of the organization.

H5: Attachment has a positive effect on employee performance

Engagement as a mediator between motivation and employee performance

Saks (2006) says that the Social Exchange Theory is a theoretical basis to explain why employees choose to be more involved or less involved in their

organizations. While the role of employee involvement as a mediator in this study based on the Work Demand-Resources (JD-R) theory and the "revised JD-R model" from Schaufeli & Bakker (2004) in Schaufeli & Taris (2014) is said to place engagement other than saturation and make boredom and involvement as a mediator. Burning out mediates the relationship between work demands and negative outcomes from health problems, while employee involvement mediates work resources and positive performance outcomes. Thus, Schaufeli & Bakker (2004) gives a positive psychological touch to the JD-R model; that is, this revised model not only tries to explain Burnout's negative psychological state but also partners, namely engagement.

The role of employee involvement as a mediator was also proposed in a special study by Saks (2006) who researched antecedents and the consequences of engagement. By placing the engagement between antecedents and consequences is to make the engagement variable as a mediating variable, as suggested by Baron & Kenny (1986) that mediating variables are variables that influence the relationship between the independent variable and the dependent variable.

H6: Attachment mediates the relationship between motivation and employee performance

Engagement as a mediator between organizational support and employee performance

Saks (2006) says Social Exchange Theory is a theoretical basis to explain why employees choose to be more or less attached to their organizations. The role of employee engagement as a mediator in this study is based on the Job Demands-Resources (JD-R) theory and the "revised JD-R model" from Schaufeli & Bakker (2004) at Schaufeli & Taris (2014) which says there is engagement (employee engagement) beside burnout as a mediator. Burnout mediates the relationship between work demands and negative outcomes from health problems, while the attachment to mediating work association resources and positive performance results. Thus, Schaufeli & Bakker (2004) gives a positive psychological touch to the JD-R model. This revised model not only tries to explain the negative psychological state of burnout but also displays the positive role of engagement/attachment. Other research on the role of attachment as a mediator was also revealed in a special study by Saks (2006) who researched antecedents and the consequences of attachment. By placing the attachment between the antecedents and the consequences it makes the engagement variable the mediating variable. As said by Baron & Kenny (1986) that mediating variables are variables that affect the relationship between the independent variable and the dependent variable. Rubel & Kee's research (2013) which makes employee engagement a mediator between perceived organizational support and performance also shows that employee engagement can mediate the relationship between organizational support variables and performance variables in a study.

H7: Attachment mediates the relationship between organizational support and employee performance

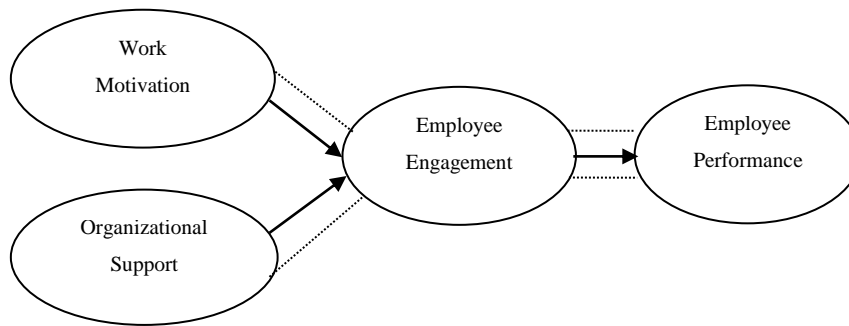


Figure 1. The Conceptual Framework

RESEARCH METHOD

This research was conducted at the Grand Indonesia Mall is one of PT. Grand Indonesia out of a total of 4 (four) business units, consisting of modern shopping centers (Grand Indonesia Mall), hotel (Hotel Indonesia Kempinski), apartments (Kempinski Apartment), and offices (Menara BCA).

The population is employees, while the sample taken using Slovin was obtained based on the calculation of 239 respondents. This study uses a quantitative approach, data obtained through a questionnaire with a Likert scale distributed to respondents. The data is processed using the AMOS program Structural Equation Modeling (SEM) software.

RESULT AND DISCUSSION

Based on the results of data processing, it is obtained the following cultural models and significance test

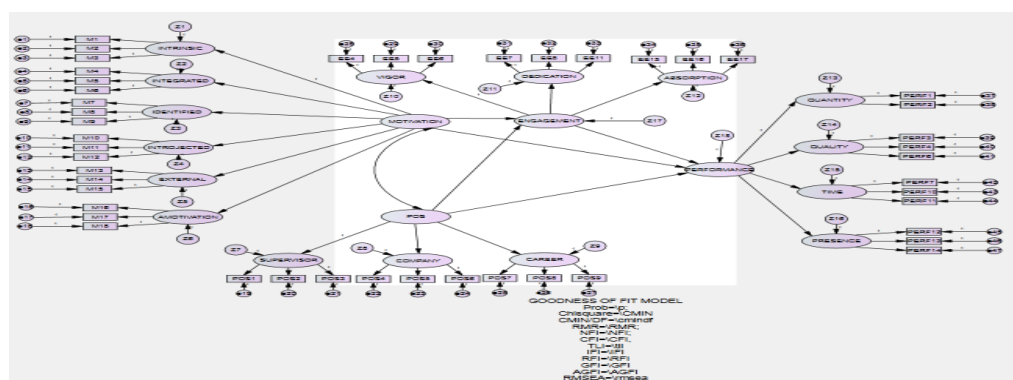


Figure 2. Structural Model

Table 1. Significance Test Results Regression Weights: (Group number 1 - Default model)

			Estimate	SE	CR	P
ENG	<---	MOT	0,574	0,049	11,680	***
ENG	<---	POS	0,354	0,046	7,678	***
PERF	<---	ENG	0,555	0,115	4,847	***
PERF	<---	MOT	0,295	0,077	3,812	***
PERF	<---	POS	0,186	0,059	3,168	0,002

In this study, employee engagement variables act as mediators in the indirect effect of motivation variables and organizational support variables on employee performance variables. To test the significance of the role of employee engagement variables in mediating the indirect effect of motivation and organizational support variables on employee performance was tested using the Sobel Test; The following results are obtained.

Table 2. Direct and Indirect Effects

Standardized Direct Effects (Group number 1 - Default model)

	MOT	POS	ENG
ENG	0,630	0,373	0.000
PERF	0,295	0,180	0,512

Standardized Indirect Effects (Group number 1 - Default model)

	MOT	POS	ENG
ENG	0,000	0,000	0.000
PERF	0,322	0,191	0,000

Based on table 2, it can be seen that the direct effect on the performance of the motivation variable is 0.295, while the indirect effect on the performance of the motivation variable mediated by the employee engagement variable is 0.322. This shows that the indirect effect is higher than the direct effect; this shows that there is a role of employee engagement variables able to mediate the indirect effect of motivation variables on performance variables.

Furthermore, the direct effect on the performance of organizational support is 0.180, while the indirect effect on the performance of organizational support variables with the employee engagement variable is 0.191. This shows that the indirect effect is higher than the direct effect, it shows that there is a role of employee engagement variables in mediating the indirect effect of perceived organizational support variables on the performance variable.

H1: Motivation has a positive effect on employee engagement

P-value of the influence of work motivation on employee engagement (MOT→ENG) is very significant (p-value = ***) with a positive cr of 11,680,

so a p-value of <0.05 and a positive $cr > 1.96$ is obtained, H_0 is rejected and concluded that employee motivation has a positive and significant effect on employee engagement, it shows that the higher the employee motivation, the higher employee engagement will increase; thus this hypothesis supports and can be accepted.

The results of this study are in line with those conducted by Khan & Iqbal (2013); Eseryel et al. (2014); Shaheen & Farooqi (2014); Shu (2015); Evangeline & Ragavan (2016) and Li et al. (2016). The relationship between motivation and attachment can be seen based on what was stated by Herzberg (1959, 1968); Latham & Ernst (2006) in Shuck & Wollard (2010) intrinsic motivational factors motivate employees more in attachment than extrinsic motivational factors. The statement also states that motivation has a positive influence on engagement. While another statement came from Armstrong & Taylor (2014) saying motivation is a force that energizes, directs, and maintains behavior, and high performance is achieved by motivated people who are ready to make discretionary efforts. The statement gave rise to the word "discretion", which according to the Big Indonesian Dictionary means "freedom to make one's own decisions" which is a form of engagement. Motivation can also be described as internal and external forces that lead to initiation, direction, intensity, and perseverance in behavior. Therefore, highly motivated employees will have high initiation, direction, intensity, and perseverance at work. With the increasing needs of a person, Li et al. (2016) state a person's motivation will increase, so that the impact on high employee engagement.

H2: Organizational support has a positive effect on employee engagement

P-value of the influence of organizational support on employee engagement (POS \rightarrow ENG) is very significant (p-value = ***) with a positive cr of 7.678 so that a p-value of <0.05 and a positive $cr > 1.96$ is obtained, H_0 is rejected and concluded that organizational support has a positive and significant effect on employee engagement, it shows that the higher organizational support will increase employee attachment to the company; thus this hypothesis supports and can be accepted.

The results of this study are in line with the results of research conducted by Kralj & Solnet (2011); Biswas & Bhatnagar (2013); Khalid et al. (2014); Bano et al. (2015); Eisenberger et al. (2016); Dai & Qin (2016); Yongxing et al. (2017) and Meintjes & Hofmeyr (2018). The relationship between organizational support and attachment can be seen based on what was stated by Demerouti et al. (2001); Salanova et al. (2001, 2003); Schaufeli & Taris (2014), Schaufeli & Bakker (2004); Settoon et al. (1996); Bakker & Demerouti (2007); Sulea et al. (2012) engagement is positively related to job characteristics that might be labeled as resources, motivators or energizers, such as social support from coworkers and one's supervisor, performance feedback, coaching, work autonomy, variety of tasks, and training facilities.

In line with this opinion, Settoon et al. (1996) suggested that perceived organizational support reflects the organization's overall expectations of its

members and recognition of personal values and their contribution to it using subjective perception. Social Exchange Theory has always been a theoretical basis for research on organizational support and employee involvement. The premise of a Social Exchange relationship is, if someone gives help to another person, that person believes that he will receive an appropriate return from someone else in the future. Similarly, Schaufeli & Baker (2004) say social support in the workplace is considered to have the potential to motivate and thus be positively related to engagement. Whereas Bakker & Demerouti (2007), Schaufeli and Bakker (2004) in Sulea et al. (2012) say social support at work is considered to have motivational potential and thus is positively related to engagement.

Another statement came from Kurtessis et al. (2015) which states that perceived organizational support improves employee performance with the help of feedback and then impacts more engaged employees. Employees with low organizational support will be more skeptical. Conversely, when organizational support is felt high, then they will tend to be more engaged in working. Personality psychology theory and social exchange theory can be used to support the relationship between perceived organizational support and employee engagement.

H3: Motivation has a positive effect on employee performance

The P-value of the influence of motivation on employee performance (MOT→PERF) is significant (p-value = ***) with a positive cr of 3.812. To obtain p-value <0.05 and positive cr, positive> 1.96, then Ho is rejected and concluded that motivation has a positive and significant effect on employee performance, it shows that the higher the motivation of employees will improve employee performance; thus this hypothesis supports and can be accepted.

The results of this study are in line with the results of research conducted by Muogbo (2013); Shahzadi et al. (2014); Hee et al. (2016); Robescu & Iancu (2016); Ali et al. (2016). The relationship between motivation and performance can also be seen based on what was stated by experts, including the statement of Shulze & Steyn, (2003) in Ali et al. (2016) states motivation encourages employees to complete certain jobs. Armstrong & Taylor (2014) said that the notion of performance is the result of work that has a strong relationship with the strategy of the organization, customer satisfaction, and economic contribution. In line with the opinions of other experts, Kanfer et al. (2005) say individual performance is expressed as a close relationship between organizations and individuals. High performance is shown when the employee completes the task resulting in satisfaction, feeling able to complete the task and reliably.

Another opinion that strengthens the relationship between motivation and performance was stated by Armstrong & Taylor (2014) motivation is the power that energizes, directs, and maintains behavior. Whereas high performance is achieved by well-motivated people who are ready to make discretionary efforts, that is, independently doing more than expected from

them. Although it is not too clear to say that motivation influences performance, the following statement by Heathfield (2015) should also be raised as evidence of the relationship between motivation and performance, namely, employee performance is a factor, element, or desire that encourages employees to pursue and achieve goals and job assignments and are the reasons why employees act and behave in certain ways that can be influenced. When examined, the driving force and desire factors and behavior referred to in the statement are nothing but motivation. In line with what was stated above, a study conducted by Hee et al. (2016), states that motivation provided by management for employees aims to create a constitution of a positive and dynamic emotional environment so that it can trigger effective performance. The description, it can be assumed that the more motivated the working interest of employees will further enhance the performance of employees in the organization.

H4: Organizational support has a positive effect on employee performance

The P-value of the effect of organizational support on performance (POS→PERF) is significant (p-value = 0.002) with a positive sign of 3.168. To obtain a p-value <0.05 and positive $cr > 1.96$, then H_0 is rejected and concluded that organizational support has a positive and significant effect on employee performance, this shows that the higher the organizational support will improve employee performance; thus this hypothesis supports and can be accepted.

The results of this study are in line with the results of research conducted by Darolia et al. (2010); Rubles & Kee (2013); Abou-Moghli (2015); Mohamed & Ali (2015) and Na-nan, et al. (2018). The relationship between organizational support and employee performance can also be seen based on what was stated by experts, including Eisenberger et al. (1986) who say perceived organizational support will increase the perceived obligation of employees to help organizations achieve their goals, their commitment to the organization, and performance improvement. The statement is in line with the statement of Shuck & Wollard (2010) employees who work in a positive psychological climate are more productive and meet desired organizational goals. Also the same with the statement of Albrecht et al. (2015) organizations that create conditions that support, enhance and maintain employee engagement will have a higher level of performance, units, and organization, and therefore competitive advantage.

The statements of the experts above are also in line with what was stated by Ucar & Otken (2010) which states that perceived organizational support will have benefits for the organization by facilitating the needs of its employees to improve employee performance. When organizations develop relationships that support employees, it helps employees to provide optimal performance (Biswas & Bhatnagar, 2013). Then it can be said that employees who feel supported by the organization tend to perform better than employees who feel that the organization does not support them.

Perceived organizational support is seen as an important factor for understanding employee attitudes/behavior related to work and for distinguishing relationships between employees and the workplace (Shen et al. 2014). Many theorists hypothesize that perceived organizational support is related to work such as performance improvement (Eisenberger et al. In Nazir & Islam, 2017). It is consistently reported that perceived organizational support is a "socio-emotional source". This need can be met by perceived organizational support. Social exchange theorists argue that when socio-emotional needs are met, it creates norms of reciprocity, such as showing greater effort at work and commitment to the organization.

H5: Attachment has a positive effect on employee performance

The P-value of the effect of employee engagement on employee performance (ENG→PERF) is significant (p-value = ***) with a positive cr, of 4.847. To obtain a p value<0.05 and positive cr>1.96, then Ho is rejected and concluded that employee engagement has a positive and significant effect on employee performance, this indicates that the higher employee engagement will increase employee performance; thus this hypothesis supports and can be accepted.

The results of this study are in line with the results of research conducted by Rich et al. (2010); Bakker & Bal (2010); Bedarkar & Pandita (2014); Dajani (2015); Breevaart et al. (2015) and Nazir & Islam (2017). Saks (2006) said that the Social Exchange Theory is a theoretical foundation to explain why employees choose to be more engaged or less engaged in their organizations. The relationship between engagement and performance can be seen based on what was stated by the experts, including Kahn (1990) in Nazir & Islam (2017) who stated that engagement is using organizational members for their work roles. The role of work, in this case, is performance. It is said that in engagement, people use and express themselves physically, cognitively, and emotionally while performing. Subsequent statements from Maslach and Leiter (1997) in Schaufeli et al. (2002) say that attachment is characterized by energy, involvement, and efficacy (self-confidence regarding the ability to complete a job). The efficacy, in this case, is performance. Whereas Balain & Sparrow (2009) said that engagement is when an employee is committed to their work and organization and is motivated to achieve high levels of performance. So, apart from being preceded by commitment and motivation, attachment influences a person to achieve a high level of performance. In line with this statement, Kahn (1990); Rich, Lepine, & Crawford (2010); Schaufeli, Salanova, González-Romá, & Bakker (2002) in Yongxing et al. (2017) states work engagement is an active state that is positively related to important outcomes such as job performance, commitment, and health. Bamford et al., (2013) in Shu (2015) states individuals will be engaged in their duties if the related activities satisfy their interests, which in turn, leads to positive work outcomes (for example, job satisfaction). As Schaufeli et al. (2006) state attachment is a state of mind that is positive, satisfying, and related to work that is characterized by strength, dedication, and absorption.

Another opinion states that work engagement is very important for organizations because it contributes to the bottom line level (Demerouti et al.

2010). When organizations develop engagement relationships between employees, it will have an impact on optimal performance (Biswas & Bhatnagar, 2013). Bound employees exhibit a variety of productive behaviors that enhance team efforts to work together towards organizational goals (Bakker & Demerouti, 2008). This synergistic effort leads to an increase in employee performance (Bakker & Schaufeli, 2008; Bakker et al., 2008). The reason behind this effort and performance is the ability of employees to transfer their feelings throughout the organization (Bakker & Demerouti, 2008). Bakker & Demerouti's research (2008) shows that employees who are very attached are not only pursuing goals related to their role but are also cognitively and emotionally related to their efforts. Employees who are bound to work cooperatively with their teammates are responsible for their tasks and try to contribute fully to the goals and objectives of the organization. Research Rich et al. (2010) suggested that employees who are bound have more focus on their work than employees who are not bound.

H6: Attachment mediates the relationship between motivation and employee performance

The P-value of the role of employee engagement as a mediating variable in the indirect effect on motivation & performance of the variable is 0.0000276. To obtain a value of $p < 0.05$ then H_0 is rejected and concluded that employee engagement can significantly mediate the indirect effect of motivational variables on performance variables. This shows that higher employee motivation will increase employee engagement and will further improve employee performance; thus this hypothesis supports and can be accepted.

Correspondingly, Saks (2006) said that social exchange theory is the theoretical foundation to explain why employees choose to be more engaged or less engaged in their organizations. While the role of engagement as a mediator in this study is based on the Job Demands-Resources (JD-R) theory and the revised JD-R model from Schaufeli & Bakker (2004) as described by Schaufeli & Taris (2014) said to present engagement in addition to burnout and make burnout and engagement as mediators. Burnout mediates the relationship between job demand and negative outcomes from health problems, while engagement mediates the relationship between job resources and positive performance results. By doing that, Schaufeli & Bakker (2004) gives a positive psychological touch to the JD-R model; that is, the revised JD-R model not only seeks to explain the negative psychological state of Burnout but also its positive partners namely engagement.

The role of attachment as a mediator was also raised in a special study by Saks (2006) who researched antecedents and the consequences of engagement. Placing engagement between antecedents with consequences means making the engagement variable the mediating variable, as Baron & Kenny (1986) said that the mediating variable is the variable that influences the relationship between the independent variable and the dependent variable.

H7: Attachment mediates the relationship between organizational support and employee performance

The P-value of the role of employee engagement as a mediating variable in the indirect effect on organizational support & performance is 0.0000969. To obtain a value of $p < 0.05$ then H_0 is rejected and concluded that employee engagement can significantly mediate the indirect effect of organizational support on performance. This shows that the higher perceived organizational support will increase employee engagement and will further improve employee performance; thus this hypothesis supports and can be accepted.

The results of this study are in line with the results of research conducted by Rubel & Kee (2013) which makes employee engagement a mediator between perceived organizational support variables and performance. In line with what Baron & Kenny (1986) said that mediating variables are variables that influence the relationship between independent variables and bound variables, other research on the role of engagement as a mediator was also put forward in a special study by Saks (2006) who researched antecedents and consequences from engagement. Placing engagement between antecedents with consequences means making the engagement variable the mediating variable.

Accordingly, Saks (2006) said that the Social Exchange Theory is a theoretical foundation to explain why employees choose to be more engaged or less engaged in their organizations. There is also the role of engagement as a mediator in this study based on the Job Demands-Resources (JD-R) theory and the revised JD-R model from Schaufeli and Bakker (2004) as described by Schaufeli & Taris (2014) said to present engagement also burnout and make burnout and engagement as mediators. Burnout mediates the relationship between job demand and negative outcomes from health problems, while engagement mediates the relationship between job resources and positive performance results. By doing that, Schaufeli & Bakker (2004) gives a positive psychological touch to the JD-R model; that is, the revised JD-R model not only seeks to explain the negative psychological state of burnout but also its positive partner, engagement. Based on the description above, researchers used the theory of job demand resources revised model in placing employee engagement as a mediator between the relationship between motivation and performance variables.

CONCLUSION AND FUTURE WORKS

Based on the analysis of research results it can be concluded: (1) Work motivation has a positive and significant effect on employee engagement; Higher employee motivation will increase employee engagement. (2) Organizational support has a positive and significant effect on employee engagement; Organizational support felt higher will increase employee engagement. (3) Work motivation has a positive and significant effect on employee performance; Higher employee motivation will increase higher employee performance. (4) Organizational support has a positive and significant effect on employee performance; Higher organizational support will increase employee performance higher. (5) Employee engagement has a positive and significant effect on employee performance; Higher employee

engagement will improve employee performance. (6) Employee engagement mediates the indirect effect of work motivation on employee performance, higher motivation will increase employee engagement which can further improve employee performance. (7) Employee engagement mediates the indirect effect of perceived organizational support on employee performance, higher organizational support will increase employee engagement which can further improve employee performance.

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