

ENHANCING JOB PERFORMANCE THROUGH WORK ENGAGEMENT, JOB SATISFACTION, AND ETHICAL LEADERSHIP: THE CRITICAL ROLE OF PERCEIVED ORGANIZATIONAL SUPPORT

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Abstract: *This study aims to analyze the effects of work engagement, job satisfaction, and ethical leadership on job performance among FMCG industry employees in Indonesia, with perceived organizational support acting as a mediating variable. The research employed a quantitative method with a causal research design by distributing questionnaires to 257 employees from various FMCG companies in Indonesia. Data were analyzed using Structural Equation Modeling (SEM) with IBM SPSS AMOS. The findings reveal that work engagement, job satisfaction, and ethical leadership each have a positive and significant effect on job performance. In addition, perceived organizational support significantly mediates the relationships between these variables and employee performance. These findings imply that FMCG companies should foster supportive work environments and implement ethical leadership practices to enhance employee engagement, satisfaction, and overall organizational performance.*

Keywords: *Ethical Leadership, FMCG, Job Performance, Job Satisfaction, Perceived Organizational Support, Work Engagement*

Abstrak: Penelitian ini bertujuan menganalisis pengaruh work engagement, job satisfaction, dan ethical leadership terhadap job performance karyawan industri FMCG di Indonesia, dengan perceived organizational support sebagai variabel mediasi. Penelitian menggunakan metode kuantitatif dengan desain kausal melalui penyebaran kuesioner kepada 257 karyawan perusahaan FMCG di Indonesia. Data dianalisis menggunakan Structural Equation Modeling (SEM) dengan bantuan IBM SPSS AMOS. Hasil penelitian menunjukkan bahwa work engagement, job satisfaction, dan ethical leadership berpengaruh positif dan signifikan terhadap job performance. Selain itu, perceived organizational support terbukti memediasi hubungan ketiga variabel tersebut terhadap kinerja karyawan. Temuan ini mengindikasikan bahwa perusahaan perlu membangun lingkungan kerja yang suportif serta menerapkan kepemimpinan yang etis untuk meningkatkan keterikatan, kepuasan, dan performa karyawan secara optimal.

Kata Kunci: *Ethical Leadership, FMCG, Job Performance, Job Satisfaction, Perceived Organizational Support, Work Engagement*

INTRODUCTION

The increasingly intense business competition requires companies to maintain product quality and service excellence in order

to sustain their competitive advantage in the market. In this context, job performance should reflect an individual's capability to accomplish assigned tasks as well as their contribution to

organizational effectiveness ([Jia & Zhang, 2025](#)). Therefore, companies need to pay close attention to various factors that can enhance employee performance, enabling them to remain competitive amid the increasingly dynamic business environment ([Harahap et al., 2024](#)).

Based on Kantar's 2025 data, Indonesia recorded the highest FMCG growth in Southeast Asia at 5.5%. This growth was primarily driven by the personal care sector, which grew by 7.2%, and the home care product sector, which increased by 6.4% ([Santika, 2025](#)). Furthermore, Kantar Indonesia reported that household expenditure among Indonesian consumers continues to be dominated by food and FMCG products, although the proportion of FMCG spending experienced a slight decline compared to the previous year ([Santika, 2025](#)). Sales data from the largest FMCG companies in Indonesia also indicate increasingly intense market competition. Indofood remained the company with the highest sales value through 2025, followed by Mayora Indah and Danone, both of which experienced significant sales growth compared to the previous year ([Ahdiat, 2023](#); [Santika, 2025](#)). One of the sectors demonstrating rapid development is the fast-moving consumer goods (FMCG) industry. Based on Kantar's 2025 data, Indonesia recorded the highest FMCG growth in Southeast Asia at 5.5%. This growth was primarily driven by the personal care sector, which grew by 7.2%, and the home care product sector, which increased by 6.4% ([Santika, 2025](#)).

This study examines the relationship between organizations and employees, which is grounded in the principle of reciprocity, where by individuals tend to provide positive contributions when organizations offer support and demonstrate concern for their well-being ([Thomas & Gupta, 2021](#)). In an organizational context, organizational support can encourage employees to enhance their motivation and work quality as a form of reciprocation toward the organization ([Ahmad et al., 2023](#)). Conversely, when the employment relationship does not

function effectively, employee motivation and performance are likely to decline ([Thomas & Gupta, 2021](#)). One of the factors influencing job performance is work engagement. Employees with high levels of work engagement tend to demonstrate greater enthusiasm, dedication, and full involvement in their work ([Szilvassy & Širok, 2022](#)). Such conditions encourage employees to be more proactive and creative in accomplishing their tasks, thereby significantly enhancing job performance ([Yao et al., 2022](#)). Previous studies have also indicated that work engagement has a positive relationship with perceived organizational support, as a high level of engagement can strengthen the relationship between employees and the organization ([Weng et al., 2023](#)).

In addition to work engagement, another factor that influences job performance is job satisfaction. Job satisfaction refers to employees' positive feelings toward their work, encompassing job responsibilities, work environment, relationships with colleagues, and the compensation received ([Loan, 2020](#)). Employees who experience higher levels of satisfaction tend to possess greater motivation and are more likely to perform beyond the company's minimum standards ([Gazi et al., 2022](#)). Previous studies have also found that job satisfaction has a positive effect on improving employee performance ([Susanto et al., 2022](#)). Another factor influencing job performance is perceived organizational support, which refers to employees' perceptions regarding the extent to which the organization values their contributions and cares about their well-being ([Jeong & Kim, 2022](#)). When employees perceive strong organizational support, they are more likely to experience psychological security and higher intrinsic motivation, which encourages them to deliver their best performance ([Huang, 2025](#)). Organizational support has also been shown to significantly enhance employee performance ([Jimoh, 2025](#)).

Ethical leadership refers to a leadership style that emphasizes ethical behavior through

personal actions, interpersonal relationships, communication, and fair decision-making processes (Hoang et al., 2023). Ethical leaders serve as moral role models and are capable of creating a work environment that supports positive employee behavior (Shakeel et al., 2019). Previous studies have demonstrated that ethical leadership can positively enhance trust, social identification, and employee performance (Nam et al., 2023). Furthermore, ethical leaders are perceived as both moral persons and moral managers who consistently uphold the values of honesty, integrity, and fairness within the organization (Leon & Tubay, 2020; Amato et al., 2024).

Research Objectives

This study aims to analyze the effect of work engagement, job satisfaction, and ethical leadership on job performance, with perceived organizational support as a mediating variable in FMCG companies in Indonesia. Job performance reflects an individual's ability to complete assigned tasks as well as their contribution to organizational effectiveness (Jia & Zhang, 2025).

Work Engagement

Work engagement is a positive psychological state related to work, characterized by vigor, dedication, and full involvement in performing job tasks (Alexias et al., 2024). This concept describes the extent to which employees are able to engage themselves physically, cognitively, emotionally, and affectively in their work, so that they do not merely complete tasks but also demonstrate high enthusiasm and commitment to the organization (Naqshbandi & Kabir, 2025). In addition, work engagement is understood as the level of an individual's immersion in their work role, whereby work is perceived as meaningful and valuable (Zahari, 2023). Other studies explain that work engagement is associated with employees' involvement, satisfaction, and enthusiasm in performing their jobs (Jeong &

Kim, 2022). This condition indicates that work engagement is not merely temporary, but rather reflects a relatively stable psychological state involving both cognitive and affective aspects of the individual (Ibrahim & Hussein, 2024).

Various studies have shown that work engagement is influenced by several important factors, particularly job resources and job demands, as explained in the Job Demands–Resources Model (Dhaneesh, 2025). Job resources, such as support from supervisors and colleagues, constructive feedback, opportunities for personal development, training, and job control, serve as motivational factors that can enhance employees' work engagement (Reimann et al., 2024). The availability of these resources helps employees achieve work goals, reduce job-related stress, and increase enthusiasm and dedication at work (Helmi et al., 2020). In addition to organizational factors, individual characteristics such as optimism, self-efficacy, resilience, and transformational leadership support are also important determinants that can enhance work engagement (Zhang et al., 2025). Although high job demands may potentially lead to exhaustion, high levels of work engagement can help employees mitigate the negative effects of work pressure, particularly when supported by a positive work environment (Moreno-Martinez, 2025).

Job Satisfaction

Job satisfaction refers to employees' positive feelings toward their work, including job tasks, work environment, relationships with colleagues, and compensation received (Loan, 2020). In human resource management literature, job satisfaction is understood as a pleasant emotional state resulting from an individual's evaluation of their job and work experiences (Susanto et al., 2022). In other words, job satisfaction reflects the extent to which a job fulfills employees' needs, expectations, and values (Kosec et al., 2022). Previous studies also explain that job

satisfaction is associated with individuals' attitudes and feelings toward various aspects of work, such as the job itself, salary level, promotion opportunities, quality of supervision, and relationships with coworkers ([Mahmood et al., 2023](#)). In addition, ([Nilasari & Suwandi, 2025](#)) state that job satisfaction is a positive emotional condition that arises when employees feel comfortable and satisfied with their work experiences within an organization.

Factors influencing job satisfaction are generally classified into intrinsic and extrinsic factors ([Chang et al., 2021](#)). Intrinsic factors originate from the job itself, such as interesting tasks, job challenges, opportunities for skill development, and the level of autonomy in performing work ([Ayalew et al., 2021](#)). When work is perceived as meaningful and provides opportunities for self-development, employees' job satisfaction tends to increase. In addition, work-life balance is also an important factor that can enhance motivation and reduce work-related stress ([Aruldoss et al., 2022](#)). ([Priesmann et al., 2024](#)) further identify additional dimensions such as satisfaction with work content, flexibility, resource adequacy, and career development. Thus, job satisfaction can be understood as a multidimensional concept influenced by job-related factors, organizational environment, and individuals' psychological conditions in performing their work.

Ethical Leadership

Ethical leadership is a leadership style that emphasizes ethical behavior through personal actions, interpersonal relationships, communication, and fair decision-making within organizations ([Amato et al., 2024](#)). In practice, ethical leaders act as role models who demonstrate appropriate normative behavior and actively encourage their subordinates to adopt similar behavior in the workplace ([Leon & Tubay, 2020](#)). Previous research explains that ethical leadership is also associated with a leader's ability to motivate employees to achieve organizational goals without prioritizing personal

interests ([Shiundu, 2024](#)). Ethical leaders build work relationships based on trust, openness, and fairness, thereby creating a positive work environment. Furthermore, through social learning processes, ethical leaders' behavior serves as an example for employees and directly influences their work behavior ([Muktamar, 2023](#)). Thus, ethical leadership can be understood as a form of leadership that prioritizes moral values and ethics in every action and in relationships with subordinates ([Hoang et al., 2023](#)).

The formation of ethical leadership is influenced by various internal and external factors. One of the key internal factors is moral identity, which refers to the extent to which moral values such as honesty, care, and fairness are central to a leader's self-concept ([Al et al., 2023](#)). In addition, personal characteristics such as integrity, empathy, humility, and moral maturity also play an important role in shaping ethical leadership ([Mohammed, 2023](#)). Organizational factors also have a significant influence, particularly a work environment that supports an ethical culture, the presence of corporate social responsibility demands, and organizational systems that emphasize fairness and transparency ([Lertsukkheerat et al., 2025](#)). Therefore, ethical leadership is formed through a combination of a leader's individual moral values and a supportive organizational environment.

Perceived Organizational Support

Perceived organizational support (POS) refers to employees' perceptions of the extent to which the organization values their contributions and cares about their well-being ([Jeong & Kim, 2022](#)). In increasingly competitive work environments, organizational support is considered an important factor in maintaining employee motivation, psychological resilience, and sustainable job performance ([Zhang et al., 2024](#)). In addition, ([Dunlop & Scheepers, 2025](#)) explain that POS also reflects employees' beliefs that the organization provides adequate

resources to help them cope with workplace changes and challenges. Low levels of perceived organizational support may lead to various negative consequences, such as decreased work motivation, increased job dissatisfaction, and stronger intentions to leave the organization (Li et al., 2023). Furthermore, (Huang, 2025) states that POS is generally measured through employees' perceptions of organizational concern, recognition of work achievements, and the support provided by the company in fulfilling employees' needs. A safe and conducive work environment has also been shown to positively influence perceived organizational support (POS) (Fikri et al., 2022). Another factor that contributes to POS is organizational rewards and supportive working conditions. Employees tend to evaluate the organization positively when the company provides fair compensation, recognition for work contributions, and clear opportunities for career development (Tri et al., 2025).

Job Performance

Job performance refers to the work outcomes achieved by employees in carrying out the duties and responsibilities assigned by the organization, both in terms of quality and quantity (Zhenjing et al., 2022). Meanwhile, (Chen et al., 2022) explain that employee performance is associated with the results achieved based on the responsibilities and authority granted by the company to individuals. Various studies have shown that job performance is influenced by several factors

originating from both individual characteristics and the organizational environment. (Paais & Pattiruhu, 2020) state that performance is shaped through individuals' efforts and actions in completing their work. In addition, education, work experience, and professionalism are also considered important factors that can enhance the quality of employee performance (Rivaldo & Nabella, 2023).

Based on the theories, previous studies, and the research model, the following hypotheses are formulated:

- H1: Work engagement has a positive effect on job performance.**
- H2: Work engagement has a positive effect on perceived organizational support.**
- H3: Job satisfaction has a positive effect on job performance.**
- H4: Job satisfaction has a positive effect on perceived organizational support.**
- H5: Ethical leadership has a positive effect on job performance.**
- H6: Ethical leadership has a positive effect on perceived organizational support.**
- H7: Perceived organizational support has a positive effect on job performance.**
- H8: Perceived organizational support mediates the effect of work engagement on job performance.**
- H9: Perceived organizational support mediates the effect of job satisfaction on job performance.**
- H10: Perceived organizational support mediates the effect of ethical leadership on job performance.**

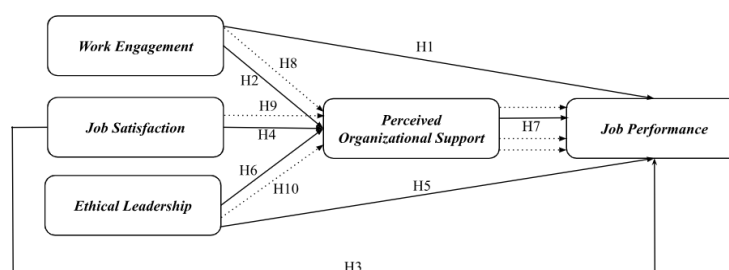


Figure 1 Research Framework

Table 1. Operational Definition of Variables and Measurement Indicators

No.	Variable	Definition	Indicator	Scale	Source
1.	Work engagement	A concept in organizational psychology that describes a positive and fulfilling mental state closely related to work.	1. Energy (WE1). 2. Enthusiasm (WE2). 3. Participation (WE3).	Likert	(Jimoh, 2025)
2.	Job satisfaction	The level of satisfaction experienced by employees toward their jobs, encompassing various aspects such as working conditions, tasks and responsibilities, interpersonal relationships, compensation, and opportunities for development.	1. Job Itself (JS1). 2. Supervisor (JS2). 3. Coworkers (JS3). 4. Salary (JS4). 5. Promotion (JS5). 6. Satisfaction (JS6).	Likert	(Jimoh, 2025)
3.	Ethical leadership	A leadership concept considered highly important in modern organizations, emphasizing ethical behavior and moral values.	1. Listening (EL1). 2. Discipline (EL2). 3. Ethical (EL3). 4. Interest Concern (EL4). 5. Decision-Making (EL5).	Likert	(Jimoh, 2025)
4.	Perceived organizational support	An employee's belief regarding the extent to which the organization values their contributions and cares about their well-being.	1. Contribution (POS1). 2. Not Appreciated (POS2). 3. Ignored (POS3). 4. My Well-being (POS4). 5. Attention (POS5). 6. Achievement (POS6). 7. Not Aware (POS7). 8. Overall Satisfaction (POS8).	Likert	(Jimoh, 2025)
5.	Job performance	The overall expected value of employee behavior related to achieving organizational goals within a specific period of time.	1. Tasks (JP1). 2. Responsibilities (JP2). 3. Work (JP3). 4. Requirements (JP4). 5. Performance Appraisal (JP5). 6. Obligations (JP6). 7. Failure (JP7). 8. Helping (JP8). 9. Workload (JP9). 10. Voluntary (JP10). 11. Listening (JP11). 12. Effort (JP12). 13. Attention (JP13). 14. Information (JP14). 15. Attendance (JP15). 16. Notification (JP16). 17. Rest Break (JP17). 18. Conversation (JP18). 19. Complaining (JP19). 20. Company Property (JP20). 21. Unwritten Rules (JP21).	Likert	(Jimoh, 2025)

Source: Journal Article, 2025

RESEARCH METHODOLOGY

This study aims to examine the effects of work engagement, job satisfaction, and ethical leadership on job performance, both directly and indirectly through perceived organizational support (POS) as a mediating variable. Based on the time dimension, this study adopts a cross-sectional approach, in which data are collected once within a specific period, namely from January to March ([Sekaran & Bougie, 2020](#)). The unit of analysis in this study is individuals, specifically employees working in fast-moving consumer goods (FMCG) companies in Indonesia, such as Indofood, Wings, Nestlé, Danone, and Mayora. The respondents of this study are employees of FMCG companies in Indonesia, with the research location specifically focused on Jakarta.

The sampling technique employed in this study is non-probability sampling, which refers to a sampling method in which not all members of the population have an equal chance of being selected as respondents ([Sekaran & Bougie, 2020](#)). More specifically, this study applies purposive sampling, a sampling technique in which respondents are selected based on specific criteria that align with the objectives of the research. The respondent criteria established in this study include FMCG employees working in the Jakarta area who have at least one year of work experience. Additional criteria used in selecting respondents include gender, age, job position, and length of employment in FMCG companies. The determination of the sample size refers to the recommendation of ([Sekaran & Bougie, 2020](#)), which states that the minimum sample size should be at least five times the number of variable indicators. Since this study includes 43 indicators, the minimum required sample size is 215 respondents.

RESULTS

Based on the validity test results presented in Table 2, all indicators of the variables work engagement, job satisfaction, ethical leadership, perceived organizational support, and job performance have factor loading values ≥ 0.35 . These results indicate that each indicator is capable of adequately representing the measured construct and meets the validity criteria. Therefore, all questionnaire items in this study are considered valid and appropriate for use in accurately measuring each research variable.

Reliability Test

In this study, the method used to assess reliability is internal consistency reliability by examining Cronbach's alpha values, which aim to measure the consistency among items or indicators in representing the same construct, indicating that the questionnaire items exhibit homogeneity in measuring the variables, as stated by ([Sekaran & Bougie, 2020](#)). This method is used because it allows researchers to test the reliability of the instrument with a single administration, as explained by ([Hair et al., 2019](#)).

A high Cronbach's alpha value indicates that the indicators used are homogeneous in measuring the variable, or in other words, the indicators are consistent in measuring the same construct. According to ([Sekaran & Bougie, 2020](#)), an instrument is considered reliable if it produces a Cronbach's alpha value of ≥ 0.60 , whereas it is considered unreliable if the value is < 0.60 . The following presents the results of the reliability test conducted on the variables in this study.

Table 2. Validity Test Results

No	Variable	Factor Loading	Description
1	WE1	0.872	Valid
2	WE2	0.891	Valid
3	WE3	0.902	Valid
1	JS1	0.863	Valid
2	JS2	0.862	Valid
3	JS3	0.862	Valid
4	JS4	0.856	Valid
5	JS5	0.865	Valid
6	JS6	0.875	Valid
1	EL1	0.868	Valid
2	EL2	0.868	Valid
3	EL3	0.884	Valid
4	EL4	0.835	Valid
5	EL5	0.855	Valid
1	POS1	0.874	Valid
2	POS2	0.874	Valid
3	POS3	0.872	Valid
4	POS4	0.882	Valid
5	POS5	0.858	Valid
6	POS6	0.861	Valid
7	POS7	0.872	Valid
8	POS8	0.868	Valid
1	JP1	0.816	Valid
2	JP2	0.853	Valid
3	JP3	0.845	Valid
4	JP4	0.838	Valid
5	JP5	0.832	Valid
6	JP6	0.782	Valid
7	JP7	0.857	Valid
8	JP8	0.816	Valid
9	JP9	0.847	Valid
10	JP10	0.841	Valid
11	JP11	0.816	Valid
12	JP12	0.828	Valid
13	JP13	0.837	Valid
14	JP14	0.822	Valid
15	JP15	0.842	Valid
16	JP16	0.824	Valid
17	JP17	0.850	Valid
18	JP18	0.844	Valid
19	JP19	0.812	Valid
20	JP20	0.848	Valid
21	JP21	0.825	Valid

Source: Data Processing, 2026

Table 3 Reliability Test Results

No	Variable	Number of Items	Cronbach's Coefficient Alpha	Decision
1	Work Engagement	3	0.866	Reliable
2	Job Satisfaction	6	0.932	Reliable
3	Ethical Leadership	5	0.913	Reliable
4	Perceived Organizational Support	8	0.954	Reliable
5	Job Performance	21	0.978	Reliable

Source: Data Processing, 2026

Table 4 Goodness of Fit Test Results

Types of Goodness of Fit	Goodness of Fit Measure	Level of Acceptance	Calculating Measure	Acceptable
Absolute Fit Measure	Chi-square	Small chi-square	1112.720	POOR FIT
	p-value	p-value ≥ 0.05	0.000	POOR FIT
	RMSEA	< 0.10	0.034	GOOD FIT
	RMR	< 0.10	0.093	GOOD FIT
Incremental Fit Measure	NFI	> 0.90 or close to 1	0.895	POOR FIT
	TLI	> 0.90 or close to 1	0.972	GOOD FIT
	CFI	> 0.90 or close to 1	0.973	GOOD FIT
	IFI	> 0.90 or close to 1	0.973	GOOD FIT
Parsimonius Fit Measure	Normed Chi-square	Lower limit: 1.0; Upper limit: 2.0/3.0 or 5.0	1.304	GOOD FIT

Source: Data Processing, 2026

Based on the reliability test presented in Table 3, the work engagement variable, consisting of three statement items, obtained a Cronbach's alpha value of 0.866, indicating that the variable is reliable. Furthermore, the job satisfaction variable, measured using six statement items, achieved a Cronbach's alpha value of 0.932, which is also categorized as reliable. In addition, the ethical leadership variable, consisting of five statement items, recorded a Cronbach's alpha value of 0.913, demonstrating a high level of reliability.

Moreover, the perceived organizational support variable, which consists of eight statement items, produced a Cronbach's alpha value of 0.954, indicating that all statement items are reliable. Lastly, the job performance variable, measured using 21 statement items, obtained a Cronbach's alpha value of 0.978, which also confirms that the variable is reliable. Based on

the results of the reliability test, it can be concluded that all instruments used to measure the variables in this study demonstrate internal consistency among indicators, as all Cronbach's alpha values are greater than or equal to 0.60.

Goodness of Fit Test Results

Based on the model fit test results presented in Table 4, it is shown that the RMSEA, RMR, TLI, CFI, and IFI values indicate that the model demonstrates a good level of goodness of fit. A model is considered to meet the feasibility criteria if at least one goodness of fit index is satisfied (Hair et al., 2019). Therefore, the model in this study can be considered acceptable or adequate in terms of model fit and is ready for the next stage, namely hypothesis testing.

Hypothesis testing in this study was conducted using the Structural Equation

Modeling (SEM) method, a multivariate statistical technique that integrates factor analysis and multiple regression analysis. The data analysis process was carried out using IBM SPSS AMOS to examine the relationships among variables in the research model. Decisions regarding the hypotheses were determined based on the comparison between the p-value and the significance level (α) of 0.05.

The null hypothesis (H_0) was considered unsupported when the p-value was less than or equal to 0.05, whereas if the p-value was greater than 0.05, H_0 was supported, meaning that the research hypothesis was not proven. The complete results of the hypothesis testing are presented in Table 4.11 (Hair et al., 2019).

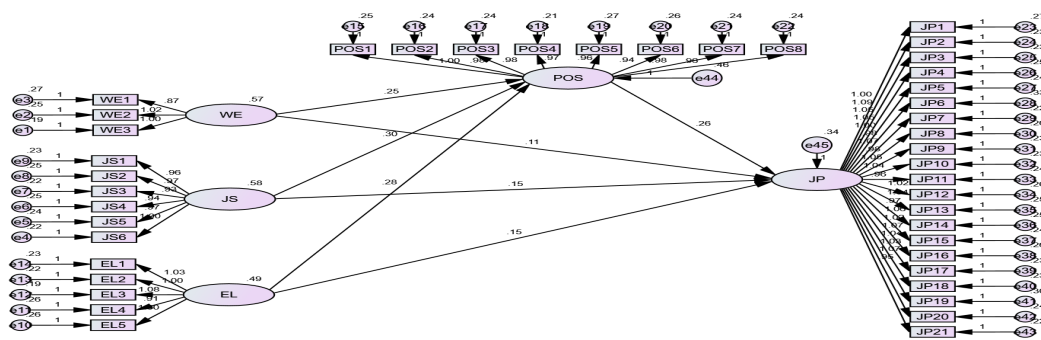


Figure 2 Structural Equation Model

Table 5 Hypothesis Testing Results

Hypotheses	Estimate	P-value	Conclusion
H1: Work engagement has a positive effect on job performance.	0.111	0.024	Supported
H2: Work engagement has a positive effect on perceived organizational support.	0.246	0.000	Supported
H3: Job satisfaction has a positive effect on job performance.	0.153	0.002	Supported
H4: Job satisfaction has a positive effect on perceived organizational support.	0.298	0.000	Supported
H5: Ethical leadership has a positive effect on job performance.	0.154	0.005	Supported
H6: Ethical leadership has a positive effect on perceived organizational support.	0.282	0.000	Supported
H7: Perceived organizational support has a positive effect on job performance.	0.256	0.000	Supported
H8: Perceived organizational support mediates the effect of work engagement on job performance.	0.063	0.002	Supported
H9: Perceived organizational support mediates the effect of job satisfaction on job performance.	0.076	0.000	Supported
H10: Perceived organizational support mediates the effect of ethical leadership on job performance.	0.072	0.001	Supported

Source: Data Processing, 2026

DISCUSSION

The results of the first hypothesis testing in this study indicate that all proposed hypotheses are significantly supported. For the first hypothesis, it was found that work engagement has a positive effect on job performance. Employees with high work engagement tend to demonstrate greater dedication, enthusiasm, and higher productivity. This finding is consistent with the social exchange theory, which explains that when employees feel valued by the organization, they tend to reciprocate through improved performance and optimal work contributions (Chin et al., 2024; Stankevi & Ru, 2025). In addition, employees who are fully engaged in their work are also encouraged to deliver their best outcomes for the company (Huang et al., 2025; Bahrami et al., 2023).

The second hypothesis indicates that work engagement has a positive effect on perceived organizational support. Employees with a high level of work engagement tend to have a more positive perception of organizational support. This condition arises because employees who are enthusiastic and dedicated are more sensitive to the attention, resources, and support provided by the organization (Weng et al., 2023; Mangku et al., 2023). The proactive attitude resulting from work engagement also encourages the organization to provide greater appreciation and assistance to employees (Ergun et al., 2025). Thus, the higher the level of work engagement, the stronger the employees' perceived organizational support (Zhu et al., 2023).

In the third and fourth hypotheses, this study found that job satisfaction has a positive effect on both job performance and perceived organizational support. Employees who are satisfied with their jobs tend to demonstrate higher levels of motivation, work enthusiasm, and creativity, which ultimately improve both the quality and quantity of their work outcomes (Chi et al., 2023; Prayuningsih et al., 2024). Conversely, low job satisfaction may reduce

employee productivity (Yunita et al., 2020). In addition to enhancing performance, job satisfaction also fosters positive perceptions of the organization. When employees are satisfied with compensation, the work environment, and workplace relationships, they are more likely to perceive that the organization cares about their well-being (Mohiya, 2025; Asgari et al., 2020). Therefore, job satisfaction becomes one of the key predictors in developing perceived organizational support (Awliya et al., 2024).

The fifth and sixth hypotheses indicate that ethical leadership has a positive influence on both job performance and perceived organizational support. Leaders who demonstrate ethical behaviors—such as honesty, fairness, transparency, and concern for their subordinates—are able to enhance employees' motivation and loyalty, which in turn improves their performance (Phanniphong et al., 2024; Nam et al., 2023). In addition, ethical leadership also strengthens employees' perceptions of organizational support, as employees tend to view leaders' behavior as a reflection of the organization's concern and commitment to their well-being (Rezha & Dewi, 2025; Musenze & Mayende, 2025). Through fair treatment and effective communication, employees are more likely to believe that the organization values and appreciates their contributions (Cheng et al., 2022).

The seventh hypothesis confirms that perceived organizational support has a positive effect on job performance. When employees feel that they receive support, recognition, and attention from the organization, they are more likely to enhance their commitment and deliver their best performance (Uçar & Kerse, 2022). Organizational support also creates a sense of psychological safety, enabling employees to focus more effectively on achieving work targets and to be more willing to develop innovation in their tasks (Liu et al., 2020; Prabowo W & Muafi, 2021).

Furthermore, the eighth, ninth, and tenth hypotheses indicate that perceived

organizational support acts as a mediating variable in the relationships between work engagement, job satisfaction, and ethical leadership on job performance. Employees who demonstrate high work engagement, experience job satisfaction, and are led ethically are more likely to perceive organizational support, which in turn enhances their performance (Kim & Lee, 2025; Sharma & Biswakarma, 2020). Perceived organizational support functions as a psychological mechanism that strengthens the influence of these variables on job performance (Silva, 2025). Therefore, organizational support becomes an important factor in optimizing employees' contributions and overall productivity (Eva et al., 2020; Alobidyeen, 2024).

CONCLUSIONS AND RECOMMENDATIONS

The results of the study show that all proposed hypotheses are supported. The findings confirm that work engagement, job satisfaction, and ethical leadership have a positive effect on job performance. Employees with high work engagement, job satisfaction, and ethical leadership tend to demonstrate greater work enthusiasm, dedication, and productivity. In addition, these three variables are also found to have a positive influence on perceived

organizational support, indicating that employees are more likely to perceive organizational support when they are engaged in their work, satisfied with their jobs, and led by fair and transparent leaders. Other findings indicate that perceived organizational support has a positive effect on job performance. Employees who feel valued, cared for, and supported by the organization are more motivated to deliver their best performance. This study also reveals that perceived organizational support is able to mediate the relationships between work engagement, job satisfaction, and ethical leadership on job performance.

Based on the research findings, companies are recommended to enhance employee work engagement by providing opportunities for self-development, ensuring effective communication, and creating a supportive work environment that encourages employees' involvement in their tasks. Organizations are also advised to maintain and improve job satisfaction by offering fair compensation, a comfortable working environment, and harmonious workplace relationships, so that employees remain motivated and productive.

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