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The Influence of Perceived Organizational Support and Workplace Spirituality on Public Servant Performance in Indonesia: The Mediating Role of Proactive Attitude and Employee Engagement

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Abstract

This research examines the connection between perceived organizational support and workplace spirituality in enhancing employee performance, with proactive attitude and employee engagement serving as mediating factors. Data were gathered by randomly administering questionnaires to 101 public sector employees in Indonesia, and the responses were subjected to analysis. Hypotheses were tested using structural equation modeling through AMOS version 26, with quantitative processing of the cross-sectional data. The results indicated a notable effect of perceived organizational support on proactive attitudes and overall employee performance, while proactive attitudes partially mediated the relationship between perceived organizational support and employee performance. Additionally, workplace spirituality demonstrated a significant positive impact on employee engagement and employee performance, with employee engagement acting as a mediator in the link between workplace spirituality and employee performance. The findings further revealed that both proactive attitude and employee engagement exert a substantial positive influence on employee performance. These outcomes could assist policymakers in government by emphasizing the value of fostering proactive attitudes and employee engagement to elevate performance levels within the public service sector. The study adds to the body of knowledge on human resource strategies that incorporate proactive attitudes and employee engagement as intermediaries in the effects of perceived organizational support and workplace spirituality on employee performance, particularly among Indonesian civil servants.

Keywords: Perceived organizational support, Employee performance, Proactive attitude, Workplace spirituality, Employee engagement

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Introduction

The success of an organization largely depends on the performance of its employees. Organizations need to cultivate a robust perception of support among staff members to boost productivity. Employees who feel valued and backed by their employer are more likely to make positive contributions and align their efforts with organizational objectives. Conversely, a lack of perceived support can lead to reduced performance, higher stress levels, and increased turnover intentions [1]. In public institutions, employees are referred to as civil servants or apparatus [2, 3]. Their effectiveness can be evaluated based on the volume and standard of output related to their designated responsibilities. Through effective human resource management practices, organizations can optimize the potential of their workforce.

Employees who exhibit dedication and maintain an optimistic outlook tend to accomplish tasks more efficiently, as high levels of engagement yield numerous advantages for organizations and have emerged as a key area in human resource studies. A



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proactive disposition is essential for adapting to dynamic work settings and displaying initiative-driven behaviors. Individuals with proactive traits channel their efforts toward initiating improvements. They identify and address challenges independently to advance both personal growth and career objectives, making proactivity a critical driver of organizational success and efficiency [4]. Insufficient recognition at work can diminish motivation, lower morale, and hinder organizational advancement. Thus, acknowledging strong performers and ensuring fair treatment and rewards are crucial. Workplace spirituality similarly plays a role in shaping the degree of support provided by an organization, often manifesting as empathy deficits among colleagues and limited mutual assistance for minor difficulties [5].

Proactive behavior in the workplace involves foreseeing potential issues, devising resolutions, and implementing beneficial changes independently. Such employees take the lead in spotting obstacles and fulfilling responsibilities without needing explicit guidance from supervisors. They plan ahead, secure necessary resources, and finish assignments in advance. Rather than reacting to problems, proactive individuals actively mold their surroundings to promote favorable outcomes. These workers effectively navigate job-related hurdles, resulting in elevated engagement levels. Low engagement, in contrast, may stem from excessive workloads, leading to diminished pride in work, fatigue, and reduced drive, ultimately causing dissatisfaction and unease [6].

Efforts to enhance workplace conditions characterize proactive conduct. Numerous studies have explored the association between proactive actions and perceived organizational support, finding strong ties to employee satisfaction and productivity [7]. Yet, much of this prior work originated in Western contexts with individualistic cultures that emphasize competition, achievement, and independence [8].

In Asian settings, where collectivist values like harmony, cooperation, and loyalty prevail, investigations into the link between proactive behavior and perceived organizational support have also been conducted. These often employ quantitative approaches, relying on surveys and measurement scales [9]. Earlier research predominantly focused on direct relationships, such as those between perceived organizational support and performance or workplace spirituality and performance, while giving less attention to mediators like proactive attitude and employee engagement. Moreover, most studies targeted private or multinational firms, with limited attention to the public sector in Indonesia.

This investigation bridges gaps in existing literature, including the scarcity of studies on psychological mediators in public administration, the underrepresentation of Indonesian-specific contexts, and the need for greater insight into workplace spirituality's role in performance. It also applies social exchange theory and the theory of planned behavior to human resource frameworks. As such, the research offers meaningful theoretical and practical insights for human resource management in Indonesia's public sector. By employing surveys and structural equation modeling, it delineates the layered influences of workplace spirituality and employee engagement on performance, providing actionable recommendations for practitioners to enhance employee outcomes through organizational support and spirituality via proactive behaviors and engagement.

Literature review

Theoretical foundations

The present research draws upon social exchange theory and the theory of planned behavior as its primary theoretical frameworks.

Social exchange theory

Social exchange theory provides a framework for understanding decision-making in social interactions through a cost-benefit analysis lens. According to this perspective, people enter and maintain relationships primarily to maximize gains while minimizing costs [10]. The theory parallels economic principles by positing that individuals aim to achieve the highest possible returns on their investments in interpersonal connections. It further posits that interactions in social contexts, including employee-organization relationships, revolve around reciprocal resource exchanges. Employees offer contributions such as effort, time, and commitment in anticipation of receiving rewards like compensation, acknowledgment, and support. When employees view these exchanges as equitable and advantageous, they tend to exhibit greater dedication and superior performance.

Theory of planned behavior

The theory of planned behavior serves as a model for predicting deliberate human actions. It emphasizes that behaviors are typically reasoned and intentional from a psychological standpoint [11, 12]. This framework identifies an individual's perceived control over outcomes as a key element shaping behavioral patterns [11]. It distinguishes between those who intend to act and those who do not based on this perception [11]. Central to the theory is the idea that behavioral intentions drive actual conduct, with these intentions shaped by three core components: attitudes toward the specific behavior, subjective norms (beliefs about social expectations regarding the behavior), and perceived behavioral control (confidence in one's capability to execute the behavior).

*Hypotheses development**Perceived organizational support and proactive attitude*

Organizations benefit from fostering a strong sense of support to enable employees to perform tasks efficiently and maintain effective oversight. Delivering such support is widely seen as vital for inspiring workers and addressing their requirements throughout operational processes. In relation to motivation, Lu *et al.* [13] highlighted that supportive environments in the workplace play a crucial role in energizing employees and making allowances for them, ultimately promoting proactive mindsets. Feelings of organizational support can shape employees' emotional states and dispositions at work, including satisfaction, joy, and overall well-being. When employees experience fulfillment and positivity in their roles, they become more energetic, optimistic, and forward-thinking. Such favorable emotional conditions encourage proactive actions, as individuals feel equipped with the necessary vitality and resources to initiate improvements [14]. Perceived organizational support can influence proactivity through mechanisms like enhanced self-efficacy, responsibility, autonomy, interpersonal bonds, and affective states. A strong perception of backing from the organization often motivates employees to display greater initiative in their professional duties [15]. Drawing from these theoretical insights and empirical evidence, the following hypothesis is proposed:

H1: Perceived organizational support has a positive effect on proactive attitude.

Workplace spirituality and employee engagement

Workplace spirituality encompasses the integration of personal spiritual values, beliefs, and experiences into professional conduct and output [16]. It also involves engagement in meaningful activities that fulfill the self and harmonize individual principles with those of the organization [17]. One key outcome of cultivating spirituality at work is heightened employee engagement, indicating a direct positive relationship. Spirituality in the workplace fosters optimism, ambition, and self-assurance, thereby strengthening connections between individuals and their employing entities as well as their job responsibilities. Consequently, employees demonstrate increased commitment to organizational objectives and tasks [18]. Supported by prior investigations, the second hypothesis is formulated as:

H2: Workplace spirituality has a positive impact on employee engagement.

Perceived organizational support and employee performance

Perceived organizational support is linked to improved performance outcomes by elevating levels of commitment, drive, and satisfaction among employees [7]. It enhances loyalty, prompting workers to align with and advance the organization's mission and principles. Employees sensing strong support tend to exhibit lower rates of absenteeism, turnover, and counterproductive actions, leading to better overall performance [19]. Such support also boosts incentives for effective task execution, making employees feel valued for their contributions and accomplishments. Additionally, it promotes confidence, initiative, and enhancements in productivity, output quality, and innovation [20]. When motivation is high due to perceived support, organizations are better positioned to meet performance targets. Empirical work by Fetriah and Hermingsih [21] confirmed a positive association between perceived organizational support and employee performance. Supported employees often report greater happiness and health, aiding goal attainment [22]. Furthermore, this perception can heighten feelings of autonomy, accountability, and assurance in handling workplace challenges and opportunities [23]. It encourages risk-taking, experimentation, and creative input, all of which elevate work standards [24]. On the basis of these prior findings, the third hypothesis is established:

H3: Perceived organizational support has a positive impact on employee performance.

Proactive attitudes and employee performance

Individuals exhibiting proactive behavior in their roles often foresee potential workplace issues and initiate steps to resolve them beforehand. Consequently, a proactive mindset contributes positively to achieving performance objectives. As noted by Nurjaman *et al.* [25], employees with proactive tendencies actively gather information, offer suggestions, and drive improvements to meet performance targets. Maryani *et al.* [26] emphasize that clear and impartial assessment of performance can be facilitated through established targets. Adopting proactive approaches enhances these targets by boosting competence, innovation, and motivation among workers. Bakker *et al.* [27] suggest that the demands of initiative and accountability in proactive conduct heighten personal drive to attain performance goals. Such employees introduce novel ideas and apply them effectively, thereby elevating work standards. Proactive actions enable faster and more efficient fulfillment of targets, leading to superior overall performance. In dynamic and competitive settings, this behavior promotes greater output, creativity, and flexibility. Mubarak *et al.* [4] identify perceived organizational support as a key driver of proactive attitudes, reflecting employees' beliefs that the organization appreciates their efforts and provides necessary resources for success. Drawing from these prior studies, the fourth hypothesis is proposed:

H4: Proactive attitudes have a positive impact on employee performance.

Workplace spirituality and employee performance

Workplace spirituality involves employees expressing core spiritual elements like self-awareness, interconnectedness, purpose, and meaningfulness in their professional lives. This dimension shapes performance-related behaviors and aids organizations in enhancing productivity and output quality. Multiple investigations have confirmed the beneficial effects of workplace spirituality on employee conduct and outcomes [28]. Moon *et al.* [29] indicate that spirituality in the work environment directly elevates performance levels. It also fosters a supportive atmosphere, builds loyalty, and increases efficiency [30]. Therefore, workplace spirituality emerges as a vital factor influencing performance dynamics. Organizations should accordingly prioritize spiritual aspects by offering autonomy, appreciation, and interpersonal support [31]. From this foundation, the fifth hypothesis is derived:

H5: Workplace spirituality has a positive influence on employee performance.

Employee engagement and employee performance

Employee engagement reflects the degree of dedication and passion that workers display toward their roles and the organization. It can be examined through normative, emotional, and continuance lenses. Fauchil *et al.* [32] describe normative engagement as a sense of obligation and loyalty to the employer. High engagement cultivates positive mindsets while diminishing unfavorable ones, ultimately affecting performance positively. De Guzman *et al.* [33] link organizational care for employee well-being to perceived support, reinforcing the value placed on contributions. Thus, engagement drives favorable performance behaviors. Riyanto *et al.* [34] assert that deeply engaged employees are more driven to deliver exceptional results and add substantial value to the organization. Building on this conceptual framework, the sixth hypothesis is established:

H6: Employee engagement has a positive impact on employee performance.

Perceived organizational support, proactive attitude, and employee performance

Numerous studies have established a favorable link between perceived organizational support and proactive attitudes [35]. Elements such as affective commitment, satisfaction, and accountability play roles in fostering proactivity, with organizational support serving a comparable purpose. Widarko and Anwarodin [36] demonstrate that satisfaction alongside perceptions of support and culture positively influences organizational citizenship behavior (OCB), which encompasses proactive actions exceeding standard duties. Hence, perceived support can encourage greater initiative, translating into improved individual performance. Proactive conduct equips employees to navigate evolving, intricate, and competitive landscapes. Those displaying proactivity often possess desirable qualities that correlate with higher performance [37]. Integrating these theoretical links and empirical evidence, the seventh hypothesis is posed as a mediating one:

H7: Proactive attitude mediates the influence of perceived organizational support on employee performance.

Workplace spirituality, employee engagement, and employee performance

Investigations into workplace spirituality and engagement by Sharma and Kumra [38], Adnan *et al.* [39], Paul *et al.* [18], and Jena [16] reveal that spirituality strengthens engagement practices. It exerts a positive influence on engagement by cultivating respectful, cooperative, and serene environments. Additionally, it instills pride, self-esteem, and awareness of meaningful contributions [40]. Fitrio *et al.* [41] observe that emotionally attached employees exhibit strong task performance and citizenship behaviors due to satisfaction and interest in the organization. Those with normative ties display similar patterns out of gratitude and duty. Continuance-attached individuals maintain high task execution to preserve benefits and avoid loss. Grounded in these theoretical and empirical insights, the eighth hypothesis is advanced as a mediating proposition:

H8: Employee engagement mediates the effect of workplace spirituality on employee performance.

Based on the hypotheses outlined above, a conceptual framework for this study can be illustrated in **Figure 1**.

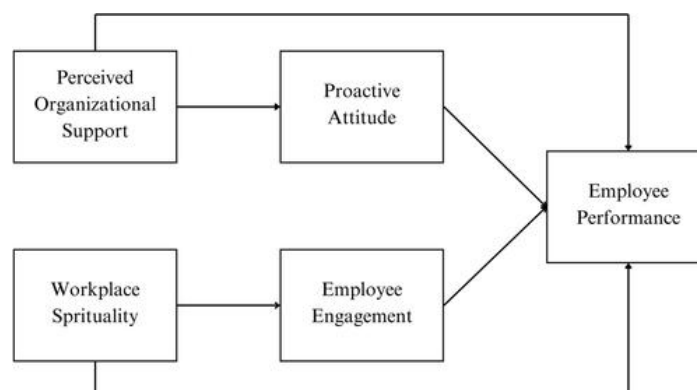


Figure 1. Research Model

Materials and Methods

This research operates within a psychological paradigm, which serves as a foundational element for scientific inquiry. The paradigm is constructed from underlying assumptions, theoretical bases, methodological choices, and research goals that direct the investigation [42]. As outlined by Saunders *et al.* [43], this paradigm plays a critical role in establishing the groundwork for scholarly work. The study employs a positivist philosophy, well-aligned with quantitative investigations conducted in real-world settings [44]. This positivist stance is particularly appropriate due to its focus on numerical data collection and analysis. Through a deductive methodology, the research develops theoretical propositions and empirically tests the hypotheses [45].

Design and measures

To evaluate the proposed hypotheses, a questionnaire-based survey was administered to civil servants in Indonesia. This approach was selected to effectively explore the constructs of perceived organizational support, workplace spirituality, proactive attitudes, employee engagement, and employee performance. Similar survey methodologies have been adopted in prior studies examining these variables, including those by Astuty & Udin [35]; Sopiah *et al.* [46]; Rasool *et al.* [20]; Jena [16]; and Sabir *et al.* [47]. Employing a comparable design facilitates direct comparisons between the current findings and existing literature.

The conceptual model includes five key variables, with measurement facilitated through established indicators to support data processing. Perceived Organizational Support (POS) is assessed using six indicators derived from Rochmatullah *et al.* [48]; Workplace Spirituality (WS) is measured with four indicators based on Sapta *et al.* [30]; Employee Engagement (EE) employs nine indicators adapted from Carmona-Halty *et al.* [49]; Proactive Attitude (PA) is evaluated via five indicators from Rochmatullah *et al.* [48]; and Employee Performance (EP) is gauged through nine indicators across two dimensions—targets and behavior—in accordance with Indonesia's Law on Public Servant Performance [50].

Sampling

The target population comprises all civil servants across Indonesia. The study utilizes a quantitative survey method involving questionnaire distribution. Purposive sampling was applied to select participants, focusing on public sector employees at both regional and national government levels. The final sample consisted of 101 respondents. The variables under investigation included employee performance, workplace spirituality, employee engagement, proactive attitude, and perceived organizational support.

Data analysis

Analysis of the data was performed using structural equation modeling (SEM) via AMOS software version 26 [51]. Confirmatory Factor Analysis (CFA) was carried out to assess the reliability and validity of the measurement scales. Hypothesis testing relied on significance values (p) below 0.05, while mediation effects were evaluated using the Sobel test in SPSS. This mediation testing enables examination of whether proactive attitude and employee engagement channel the influences of perceived organizational support and workplace spirituality on employee performance.

The Sobel test, a statistical procedure for evaluating mediation, is calculated using the following formula:

$$S_{ab} = \sqrt{b^2 S_a^2 + a^2 S_b^2 + S_a^2 S_b^2} \quad (1)$$

Notes:

Sa = Standard error of coefficient a

Sb = Standard error of coefficient b

b = Mediating variable coefficient

a = Independent variable coefficient

To test the significance of the indirect effect, the t-count value of the ab coefficient must be calculated using the following formulation:

$$t = ab/Sab \quad (2)$$

If the t-count value is greater than the t-table value, it can be concluded that there is a mediation effect.

Research participation consent statement

Informed consent was obtained from every participant through a signed agreement prior to their involvement in the study. All individuals were thoroughly briefed on the research aims, procedures, possible advantages, and any associated risks. They

were given ample opportunity to seek clarification and raise questions about the investigation. Formal written consent was secured via an ethics committee-approved form, which participants reviewed, comprehended, and signed. In addition, verbal agreement was documented as further proof of each person's voluntary participation. We commit to safeguarding the confidentiality and anonymity of all respondents' data. The collected information will be used exclusively for the purposes of this research and will not be disclosed to third parties without obtaining explicit written permission from the participants.

Results and Discussion

Respondent profile

In terms of gender distribution, 67 respondents (66.34%) are female, with the remainder being male. Regarding age, the youngest group (20–25 years) accounts for 6.93% (7 individuals), while the largest shares (19.80% each, or 20 individuals per group) fall within the 26–30 and 36–40 age brackets. Educationally, the majority hold a bachelor's degree (53.47%, or 54 respondents), followed closely by those with a master's degree (23.76%, or 24 individuals). For tenure, approximately one-third (38.61%, or 39 respondents) have less than five years of service, while the second most common category is over twenty years (18.81%, or 19 individuals). The demographic profile of respondents is visually depicted in **Figure 2**.

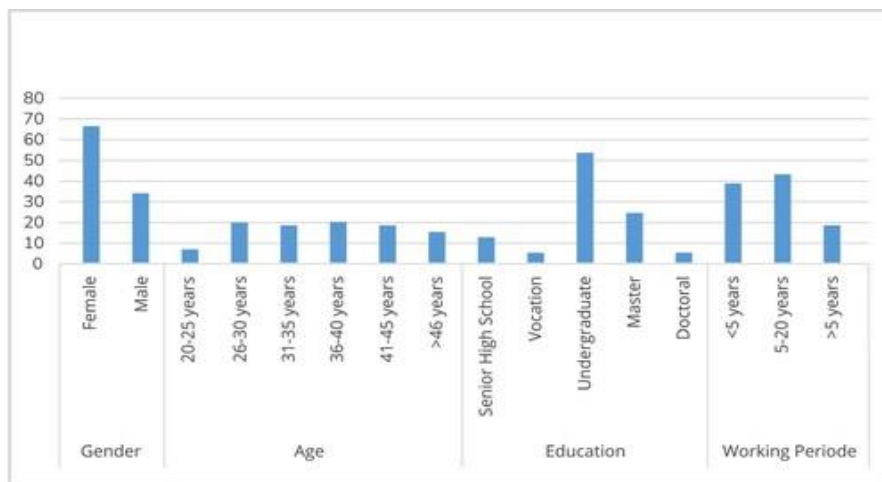


Figure 2. Respondent Profile

Validity and reliability

The validity testing outcomes indicate an acceptable model fit for the exogenous variables, as illustrated in **Figure 3**. In this study, one item was found to be invalid out of the six items measuring Perceived Organizational Support, while all four items assessing Workplace Spirituality were valid. The validity results for the endogenous variables are presented in **Figure 4**, demonstrating a strong model fit. Among the endogenous constructs, one item was invalid in the five-item Proactive Attitude scale, four items were invalid in the nine-item Employee Engagement scale, and four items were invalid in the nine-item Employee Performance scale.

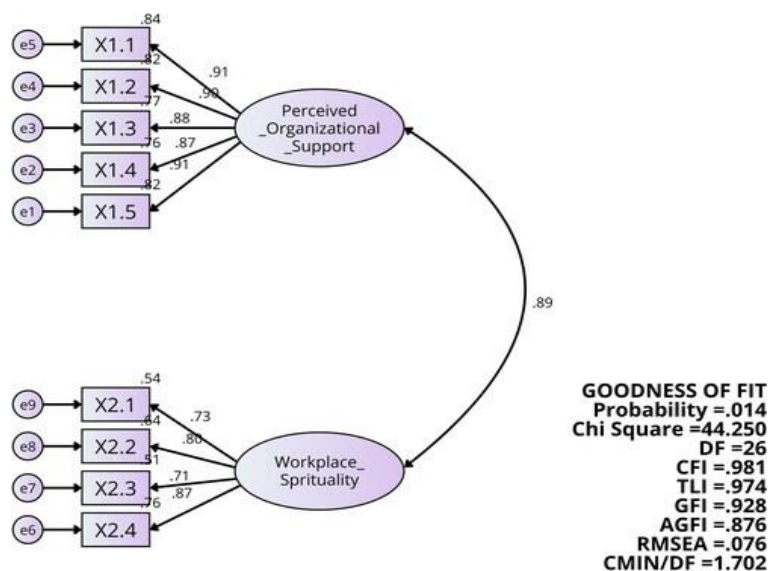


Figure 3. Exogenous variables

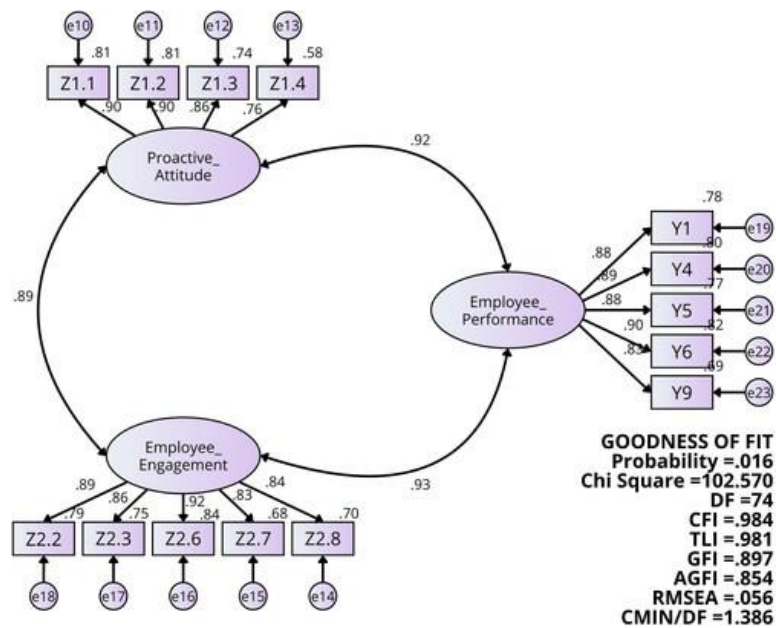


Figure 4. Endogenous variables

Confirmatory factor analysis (CFA) was performed to evaluate the measurement model's adequacy with respect to reliability, convergent validity, and discriminant validity. As presented in **Table 4**, all composite reliability (CR) values range from 0.862 to 0.952, exceeding the recommended cutoff of 0.70 and confirming strong reliability. The standardized factor loadings for all items range from 0.713 to 0.918, well above the minimum acceptable level of 0.50, which demonstrates solid convergent validity. Average variance extracted (AVE) values range from 0.611 to 0.800, surpassing the required threshold of 0.50 and further supporting convergent validity. Additionally, **Table 4** indicates that Heterotrait-Monotrait (HTMT) ratio values fall between 0.765 and 0.838, below the conservative criterion of 0.85 proposed by Henseler *et al.* [52], thus establishing satisfactory discriminant validity.

Table 1. Independent Variables

Sub-variable	Variable Description	Items
Perceived Organizational Support (POS)	Employees' belief that the organization appreciates their contributions, is concerned for their well-being, and offers sufficient assistance and responses to their workplace needs and challenges [48]	X1.1: The organization values employee contributions X1.2: The organization recognizes employees' additional efforts X1.3: The organization addresses employee concerns and complaints X1.4: The organization is attentive to employees' well-being X1.5: The organization provides support to employees facing work-related difficulties X1.6: The organization demonstrates strong care for its employees
Workplace Spirituality (WS)	A feeling of purpose and meaning in work, interconnectedness with coworkers, and harmony with organizational values, enabling employees to integrate their full selves—physical, intellectual, emotional, and spiritual—into the work environment [30]	X2.1: Sense of empathy toward colleagues X2.2: Mutual respect among team members X2.3: Enthusiasm and passion for work X2.4: Effective collaboration within the team

Table 2. Mediating Variables

Sub-variable	Variable Description	Items
Proactive Attitude (PA)	An individual's inclination to exhibit initiative and foresee potential obstacles in diverse personal and professional contexts, manifested through forward-thinking planning, self-initiated actions, and sustained endeavors to shape surroundings [48]	Z1.1: Adopting a positive mindset toward task completion Z1.2: Taking initiative in learning and development Z1.3: Addressing and overcoming challenges Z1.4: Self-reporting progress and issues Z1.5: Demonstrating initiative in work responsibilities
Employee Engagement (EE)	A fulfilling and positive work-oriented psychological state marked by vitality, commitment, and immersion [49]	Z2.1: Experiencing high energy during work Z2.2: Showing eagerness to exert effort Z2.3: Displaying enthusiasm for job duties Z2.4: Feeling inspired by work tasks Z2.5: Persisting through work challenges Z2.6: Finding enjoyment in daily work Z2.7: Taking pride in one's work Z2.8: Maintaining strong focus while working Z2.9: Finding it hard to detach from work

Table 3. Dependent Variable

Sub-variable	Variable Description	Items
Employee Performance (EP)	The extent to which civil servants accomplish their work objectives, assessed via the achievement of assigned targets and demonstrated behavioral competencies, with annual evaluations based on defined performance criteria [50]	Target: Y1: Quantity of work output Y2: Quality of work produced Y3: Timeliness of deliverables Behavior: Y4: Demonstrated competence Y5: Cooperativeness and politeness Y6: Level of commitment Y7: Prioritizing organizational interests Y8: Work motivation Y9: Leadership qualities

Table 4. Loading factor, composite reliability, and AVE

No	Variable	Loading	CR	AVE
1	Perceived organizational support		0.952	0.800
	X1.1	0.907		
	X1.2	0.871		
	X1.3	0.876		
	X1.4	0.903		
	X1.5	0.915		
2	Workplace spirituality		0.862	0.611
	X2.1	0.870		
	X2.2	0.713		
	X2.3	0.798		
	X2.4	0.735		
3	Proactive attitude		0.917	0.735
	Z1.1	0.898		
	Z1.2	0.900		
	Z1.3	0.861		
	Z1.4	0.764		
4	Employee engagement		0.938	0.753
	Z2.2	0.835		
	Z2.3	0.827		
	Z2.6	0.918		
	Z2.7	0.864		
	Z2.8	0.892		
5	Employee performance		0.944	0.771
	Y1	0.883		
	Y4	0.894		
	Y5	0.878		
	Y6	0.903		
	Y9	0.830		

Descriptive statistics

Table 5 displays the descriptive statistics for the study's constructs: Perceived Organizational Support (POS), Workplace Spirituality (WS), Proactive Attitude (PA), Employee Engagement (EE), and Employee Performance (EP). The mean scores range from 5.56 to 5.87, suggesting that respondents generally provided favorable evaluations. Standard deviations are comparatively low, falling between 0.823 and 0.986, which indicates strong agreement and limited dispersion in the answers. Values for skewness and kurtosis further confirm that the data distribution is approximately normal and consistent with typical patterns for these variables. Overall, the descriptive results reveal positive mean scores across all constructs in the model. The highest mean belongs to Workplace Spirituality (WS) at 5.89. Reliability is robust for all measures, as evidenced by high Cronbach's alpha coefficients: Perceived Organizational Support (POS) = 0.953, Workplace Spirituality (WS) = 0.861, Proactive Attitude (PA) = 0.919, Employee Engagement (EE) = 0.942, and Employee Performance (EP) = 0.944.

Table 5. Descriptive Statistics

Construct	Item	Median	Mean	Max	Min	Excess Kurtosis	Standard Deviation	Skewness
Perceived Organizational Support	X1.1	6	5.69	7	4	-0.657	0.892	-0.214
	X1.2	6	5.71	7	3	-0.460	0.942	-0.272

	X1.3	6	5.64	7	4	-0.775	0.878	0.047
	X1.4	6	5.56	7	4	-0.567	0.853	-0.106
	X1.5	6	5.68	7	4	-0.693	0.882	-0.130
Workplace Spirituality	X2.1	6	5.74	7	4	-0.678	0.879	-0.189
	X2.2	6	5.81	7	4	-0.552	0.880	-0.339
	X2.3	6	5.65	7	4	-0.414	0.830	-0.236
	X2.4	6	5.78	7	4	-0.930	0.986	-0.313
Proactive Attitude	Z1.1	6	5.72	7	4	-0.872	0.907	-0.075
	Z1.2	6	5.79	7	3	-0.576	0.941	-0.230
	Z1.3	6	5.76	7	4	-0.862	0.896	-0.105
	Z1.4	6	5.79	7	3	-0.197	0.941	-0.523
Employee Engagement	Z2.2	6	5.70	7	4	-0.879	0.944	-0.169
	Z2.3	6	5.77	7	4	-0.475	0.823	-0.211
	Z2.6	6	5.68	7	4	-0.755	0.958	-0.365
	Z2.7	6	5.84	7	4	-0.531	0.903	-0.428
	Z2.8	6	5.74	7	4	-0.709	0.868	-0.127
Employee Performance	Y1	6	5.64	7	4	-0.651	0.867	-0.079
	Y4	6	5.75	7	4	-0.922	0.921	-0.111
	Y5	6	5.72	7	4	-0.808	0.896	-0.101
	Y6	6	5.73	7	4	-0.847	0.904	-0.103
	Y9	6	5.87	7	4	-0.763	0.808	-0.107

Mediation analysis

The outcomes of the mediation tests are summarized in Table 6. The findings reveal that the indirect effect of Perceived Organizational Support on Employee Performance, through the mediation of Proactive Attitude, is statistically significant (p = 0.000). Similarly, the indirect effect of Workplace Spirituality on Employee Performance, mediated by Employee Engagement, is also highly significant (p = 0.000). These results confirm that proactive attitude serves as a mediator in the relationship between perceived organizational support and employee performance. In the same way, employee engagement acts as a mediator in the relationship between workplace spirituality and employee performance.

Table 6. Path coefficients for mediation effects based on SEM

Path	Coefficients		
	POS → pA	PA → pE	Prob
The relevance of perceived organizational support → proactive attitude → employee performance	0.89	0.26	0.000
The Relevance of workplace spirituality → employee engagement → employee performance	0.93	0.30	0.000

The structural model depicted in Figure 5 demonstrates a strong model fit. The mediation hypotheses were evaluated through the Sobel test, with the results for the mediation of Perceived Organizational Support on Employee Performance via Proactive Attitude illustrated in Figure 6.

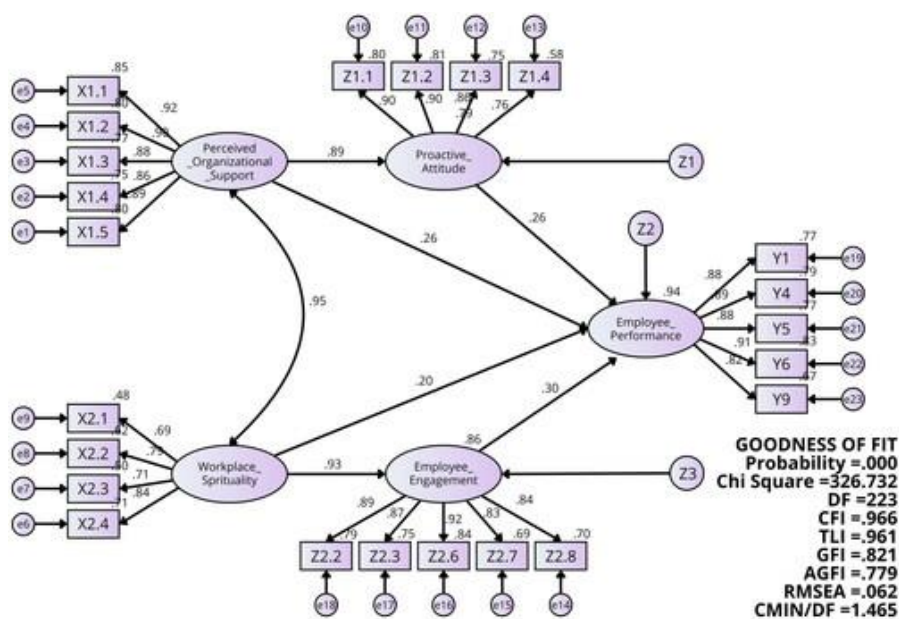


Figure 5. Full model

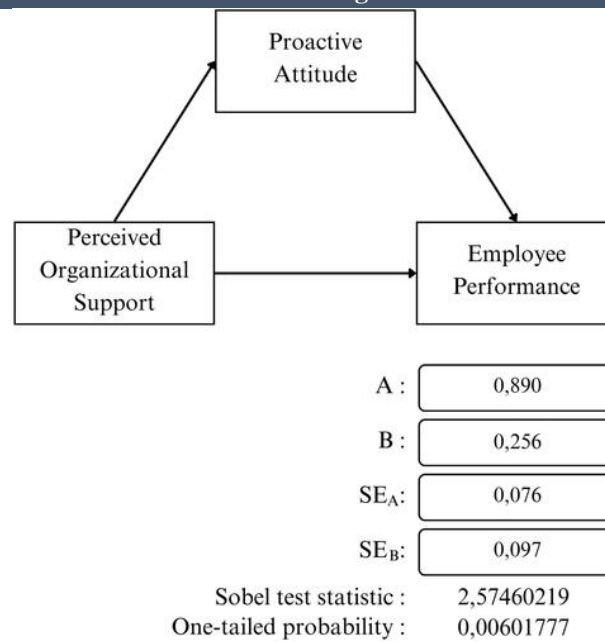


Figure 6. Sobel test 1

Figure 7 examines the mediation effect of Workplace Spirituality on Employee Performance, with Employee Engagement serving as the mediating variable.

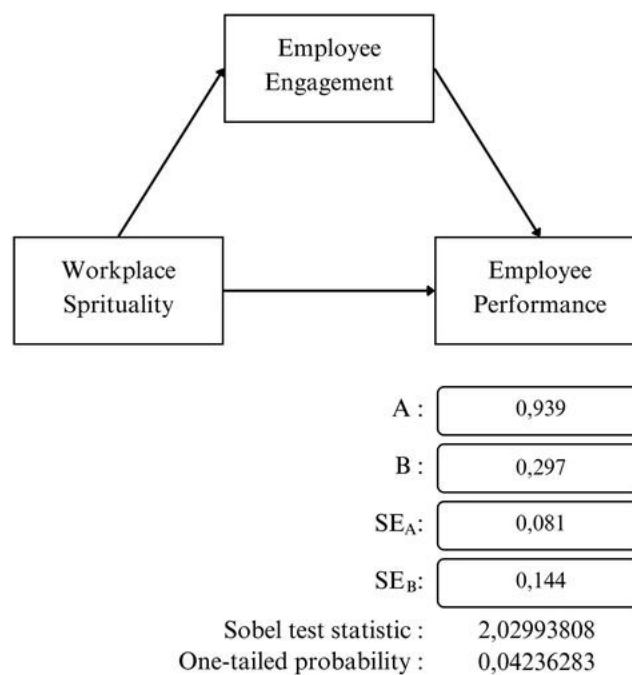


Figure 7. Sobel test 2

The results of the analysis reveal that hypotheses H3 and H5 did not receive support, whereas the remaining four out of the six direct hypotheses were confirmed. Support for the hypotheses is determined by probability values falling below the 0.05 threshold. These outcomes are detailed in **Table 7**.

Table 7. Hypotheses Testing

Hypotheses	Probability	Coefficient	Result
Perceived organizational support has a positive effect on proactive attitude. (H1)	0.000	0.89	Supported
Workplace spirituality has a positive impact on employee engagement. (H2)	0.000	0.929	Supported
Perceived organizational support has a positive impact on employee performance. (H3)	0.162	0.256	Not Supported
Proactive attitudes have a positive impact on employee performance. (H4)	0.010	0.263	Supported
Workplace spirituality has a positive influence on employee performance. (H5)	0.435	0.200	Not Supported
Employee engagement has a positive impact on employee performance. (H6)	0.031	0.30	Supported

Proactive attitude mediates the influence of perceived organizational support on employee performance. (H7)	0.01	0.26	Supported
Employee engagement mediates the effect of workplace spirituality on employee performance. (H8)	0.04	0.28	Supported

Table 7 reveals significant relationships between perceived organizational support and workplace spirituality on employee performance, channeled through proactive attitude and employee engagement. Notably, workplace spirituality exerts a stronger indirect influence on employee performance via employee engagement. The indicators employed in this model prove highly effective in capturing the targeted constructs, including organizational support, workplace spirituality, proactivity, employee engagement, and employee performance. Nonetheless, not all proposed hypotheses received empirical support. Overall, the findings suggest that the independent variables positively influence the corresponding dependent variables within the framework. The complete structural model incorporating these simultaneous effects is provided.

The structural equation modeling results for Hypothesis 1 (H1) yield a beta coefficient of 0.89 with a p-value of 0.000, confirming support for H1. These outcomes are consistent with the empirical evidence presented by Rochmatullah *et al.* [48], who identified a positive association between perceived organizational support and contexts that encourage gender equity, innovation, and independent problem resolution—elements that extend beyond mere proactivity. It is also plausible that proactive individuals perceive higher levels of support because they actively pursue organizational resources, suggesting a potential bidirectional relationship between proactivity and perceived support. Alternatively, organizations might extend greater assistance to proactive employees who contribute innovative suggestions for improvement.

Testing of Hypothesis 2 (H2) via structural equation modeling produced a beta coefficient of 0.93 at a significance level of 0.000, thereby supporting H2. In an increasingly competitive and demanding work landscape, many employees experience stress, boredom, or dissatisfaction, prompting interest among scholars and practitioners in workplace spirituality. This concept illustrates how spiritual values, beliefs, and attitudes can shape workplace behavior and outcomes. Raziq *et al.* [53] highlight several benefits of workplace spirituality, such as enhanced productivity, organizational commitment, psychological health, and job satisfaction. One key advantage is its role in fostering employee engagement—a psychological state reflecting the bond between workers and their employer. Core spiritual values including sincerity, responsibility, integrity, discipline, enthusiasm, and empathy are essential for building a cultural foundation that supports workplace spirituality [53]. Foster and Foster [54] argue that workplace spirituality molds personal values by promoting tolerance, patience, goal-directedness, and alignment with company standards. Importantly, workplace spirituality does not entail endorsing specific religious practices or injecting religion into professional settings; rather, it recognizes that individuals possess an inner life nourished through meaningful work within a community.

Integrating spirituality into the work environment enables employees to derive purpose and significance from their roles, potentially increasing commitment and motivation. It can also cultivate greater fairness, respect, and trust in interactions between staff and leadership, benefiting engagement and organizational alignment. Furthermore, workplace spirituality encourages adherence to shared organizational values and principles, strengthening feelings of connection and loyalty. Thus, it enhances cognitive, emotional, and behavioral links between employees and the organization. Organizations should therefore prioritize cultivating an atmosphere that embraces workplace spirituality to elevate employee engagement.

For Hypothesis 3 (H3), structural equation modeling returned a beta coefficient of 0.256 with a p-value of 0.162, leading to rejection of H3. Perceived organizational support does not directly affect employee performance targets. This implies that even with increased employer assistance, employees may not achieve superior performance outcomes. The current findings diverge from those reported by Sabir *et al.* [47]. Additionally, the results suggest that proactive employee behavior may not directly amplify perceptions of organizational support in relation to performance goals. In essence, proactivity serves as a mediating mechanism that accounts for the influence of perceived organizational support on performance, effectively explaining the absence of a direct effect.

The testing of Hypothesis 4 (H4) produced a beta coefficient of 0.263 with a p-value of 0.010, confirming support for H4. Proactive work behavior significantly contributes to the attainment of employee performance targets. The current findings establish a positive relationship between proactive conduct and performance levels, suggesting that employees who exhibit higher proactivity tend to achieve superior outcomes. Proactive behavior refers to actions taken by workers who exceed their formal responsibilities by anticipating potential organizational challenges and initiating change preemptively. Organizations value such dynamic and adaptive traits because they enable competitive positioning in evolving environments. Proactivity involves a deliberate effort to reshape one's context; certain individuals identify opportunities, act decisively, and persevere through substantial transformations.

For Hypothesis 5 (H5), the analysis yielded a beta coefficient of 0.20 at a significance level of 0.435, resulting in non-support for H5. These results contrast with prior studies by AlKhomeiri *et al.* [55] and Anggayani and Hartawan [56], which reported that workplace spirituality positively influences employee behavior and performance. Workplace spirituality encompasses the integration of personal spiritual beliefs and experiences within organizational settings. The empirical evidence here indicates that alignment between employees' values and those of the organization does not necessarily translate into greater enthusiasm

or motivation for delivering high-quality output. Although workplace spirituality can promote psychological well-being and job satisfaction, in this particular context, it does not appear to substantially drive improvements in individual effectiveness or overall organizational productivity.

Hypothesis 6 (H6) testing revealed a beta coefficient of 0.30 with a p-value of 0.031, providing support for H6. These outcomes align with the research by Almawali *et al.* [57], which demonstrated that elevated employee engagement can enhance individual performance and boost organizational productivity, yielding tangible benefits. Similarly, investigations by Sopiah *et al.* [46] and Sapta *et al.* [30] confirmed a significant positive effect of engagement on performance in their respective settings. The present study reinforces a robust positive link between engagement and performance-related behaviors, highlighting how strong employer-employee relationships foster greater output and efficiency. As noted by Almawali *et al.* [57], high engagement levels contribute to improved personal and collective results that advantage the organization. Consistent with earlier work by Sopiah *et al.* [46] and Sapta *et al.* [30], engagement exerts a favorable and meaningful influence on performance. The findings underscore that deeper emotional connections to the organization correlate with stronger work performance; employees with greater affective ties are more inclined to excel in their roles.

The evaluation of Hypothesis 7 (H7)—examining the mediating role of Proactive Attitude in the relationship between Perceived Organizational Support and Employee Performance—utilized the Sobel test and indicated significance at the 0.01 level, thereby supporting H7. Proactive attitude thus functions as a mediator linking perceived organizational support to employee performance. This research builds on the literature concerning perceived organizational support by identifying its extended advantages in promoting proactive employee actions within the workplace. It also bridges gaps in prior studies on proactivity by elucidating the antecedents that encourage such behaviors among staff. The study particularly emphasizes the beneficial impacts of supportive organizational elements on proactive performance. While perceived organizational support strongly fosters proactive attitudes, its direct influence on performance may be limited; instead, proactivity mediates this pathway to affect performance outcomes.

The evaluation of Hypothesis 8 (H8)—assessing the mediating role of Employee Engagement in the relationship between Workplace Spirituality and Employee Performance—employed the Sobel test and revealed significance at the 0.04 level, confirming support for H8. Employee engagement therefore mediates the influence of workplace spirituality on employee performance. Sharma and Kumra [38] note that integrating spirituality into the workplace can strengthen employees' sense of affiliation with the organization. Employee engagement represents a psychological state involving active interplay between workers and their employer. Those who feel a stronger belonging tend to be more productive and retain their positions longer. Moreover, workplace spirituality can elevate staff efficiency. It fosters deeper organizational involvement, which in turn yields organizational benefits such as reduced turnover, improved service quality, and enhanced performance overall. Workplace spirituality exerts a strong positive effect on employee engagement. Although it lacks a direct impact on performance, engagement serves as the mediating pathway to influence outcomes.

As demonstrated in this investigation, interconnections among individuals, attitudes, subjective norms, and perceptions shape behavioral intentions, prompting employees to exhibit proactive actions and engagement that ultimately enhance performance. Proactive attitudes and engagement address personal aspects of employee excellence and participation. The results indicate that proactive attitude mediates the effect of perceived organizational support on performance improvement, while employee engagement mediates the impact of workplace spirituality. Consequently, the study validates social exchange theory and the theory of planned behavior. From a theoretical perspective, these findings suggest that organizations can devise more robust approaches to boost employee performance and attain strategic objectives.

In terms of practical implications, the results recommend that management in the civil service prioritize cultivating proactive attitudes and engagement among staff to elevate performance. This requires a holistic approach addressing both material and spiritual needs—through organizational support in the form of incentives, acknowledgment of contributions, and a nurturing environment. Organizations can further promote workplace spirituality by developing a culture centered on values, ethics, and meaningful work. Additionally, fostering proactivity involves empowering employees to exercise initiative and offer input.

Limitations

Despite its contributions to understanding employee performance and its alignment with social exchange theory and the theory of planned behavior, this study has certain constraints. The sample did not differentiate between female and male civil servants, an important distinction given potential gender differences in characteristics and responses. Furthermore, the focus was exclusively on public sector employees, limiting the generalizability of the findings to the broader Indonesian workforce.

Conclusion

This research broadens the application of employee performance concepts to Indonesian civil servants by investigating how perceived organizational support and workplace spirituality affect performance, with proactive attitude and employee

engagement as mediating variables. The primary objective was to clarify the mediating functions of proactive attitude and engagement in linking perceived organizational support and workplace spirituality to performance outcomes. The evidence shows that proactive attitude mediates the impact of perceived support—manifested through assistance with challenges, recognition of accomplishments, and attention to employee well-being—on performance. Similarly, employee engagement mediates the influence of workplace spirituality, which extends beyond religion to include empathy toward colleagues, enthusiasm for tasks, and strong teamwork.

The study not only enriches the literature on social exchange theory and the theory of planned behavior but also offers actionable insights for public sector leaders aiming to enhance workforce performance. Future investigations could expand comparability by including both civil servants and private sector workers through cluster sampling for wider applicability. Moreover, multilevel analyses—at individual, team, and organizational scales—would provide a more thorough perspective.

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