

Annals of Organizational Culture, Leadership and External Engagement Journal**Exploring the Mediating Roles of Proactive Attitude and Employee Engagement in the Relationship Between Perceived Organizational Support, Workplace Spirituality, and Public Servant Performance in Indonesia****Hiroshi Nakamura*¹, Keita Suzuki¹**

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Abstract

This research investigates how civil servants' perceptions of organizational support and workplace spirituality shape their job performance, with proactive attitude and employee engagement functioning as key mediators. Data were collected through randomly distributed questionnaires from 101 Indonesian public sector employees and analyzed using structural equation modeling in AMOS 26. The findings indicate that organizational support positively influences both proactive attitudes and performance, with proactive attitude acting as a mediating mechanism. Workplace spirituality also enhances employee engagement and performance, with engagement serving as a mediator in this relationship. Moreover, proactive attitude and engagement independently contribute to improved performance outcomes. These results underscore the importance for policymakers and public sector managers of fostering proactive behaviors and engagement to elevate employee effectiveness. The study extends current understanding of human resource management by demonstrating the critical mediating roles of proactive attitude and engagement in translating organizational support and workplace spirituality into better performance among Indonesian civil servants.

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

How to cite this article: Nakamura H, Suzuki K. Exploring the Mediating Roles of Proactive Attitude and Employee Engagement in the Relationship Between Perceived Organizational Support, Workplace Spirituality, and Public Servant Performance in Indonesia. Ann Organ Cult Leadersh Extern Engagem J. 2025;6:105-18. <https://doi.org/10.51847/bfcjgYFT14>

Received: 05 May 2025; **Revised:** 16 August 2025; **Accepted:** 16 August 2025

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Introduction

Employee performance is a key determinant of organizational success. To enhance productivity, organizations must foster a strong sense of support among their workforce. Employees who perceive that their organization values and supports them are more likely to contribute actively and work toward achieving organizational goals. Conversely, when employees feel unsupported, their performance declines, stress levels rise, and turnover increases [1]. In public organizations, employees—often referred to as apparatus—can be evaluated based on the quantity and quality of their work output [2, 3]. Effective human resource practices and services are crucial to maximizing workforce efficiency and organizational performance. Engaged employees who demonstrate a proactive mindset are more efficient and adaptive, particularly in dynamic work environments. Proactive behavior involves taking initiative, anticipating problems, and implementing solutions without waiting for directions from supervisors. Employees exhibiting proactive traits channel mental effort to create positive changes, address challenges, and enhance their personal and professional outcomes. As a result, proactive attitudes are central to improving organizational performance and operational efficiency [4]. Additionally, employees who feel appreciated and fairly treated are more motivated, which positively impacts morale, productivity, and overall organizational progress. Workplace

spirituality, characterized by empathy, mutual support, and a sense of purpose, also contributes to the perception of organizational support [5].

Proactive employees anticipate tasks, prepare resources, and act before challenges arise, shaping their work environment to achieve success. High levels of proactive behavior are closely linked to strong work engagement, while low engagement often results from excessive workload, fatigue, and reduced motivation, leaving employees dissatisfied [6]. Research shows that both proactive behavior and perceived organizational support significantly influence employee satisfaction and productivity [7]. However, prior studies have mostly focused on Western contexts with individualistic values emphasizing autonomy, achievement, and competition [8].

In Asian contexts, where collectivist values such as harmony, collaboration, and loyalty prevail, fewer studies have examined these dynamics. Existing research often relies on quantitative surveys and primarily investigates direct effects of perceived organizational support or workplace spirituality on performance, with limited attention to mediating factors such as proactive attitude and employee engagement [9]. Moreover, studies focusing on the public sector, particularly in Indonesia, remain scarce.

This study aims to address these gaps by exploring the mediating roles of proactive attitude and employee engagement in the relationship between perceived organizational support, workplace spirituality, and employee performance in the Indonesian public sector. Grounded in social exchange theory and the theory of planned behavior, this research employs structural equation modeling to provide both theoretical insights and practical guidance. The findings are expected to inform human resource strategies, demonstrating how organizational support and workplace spirituality can enhance proactive behaviors, engagement, and ultimately, employee performance.

Literature Review

Theoretical foundations

This research is grounded in social exchange theory and the theory of planned behavior.

Social exchange theory

Social exchange theory emphasizes that individuals make decisions within social relationships based on weighing potential benefits and costs [10]. Similar to economic principles, individuals aim to maximize returns from their social investments. In organizational contexts, this theory suggests that relationships between employees and the organization involve reciprocal exchanges. Employees contribute effort, time, and loyalty, expecting rewards such as recognition, support, or compensation. When employees perceive these exchanges as equitable and valuable, they are more likely to show commitment and perform effectively.

Theory of planned behavior

The theory of planned behavior posits that human actions are guided by deliberate intentions and planning [11, 12]. Behavior is influenced by individuals' beliefs regarding outcomes and their perceived control over actions. Intentions, which serve as the primary predictor of behavior, are shaped by three key factors: attitudes toward the behavior, subjective norms (perceptions of social expectations), and perceived behavioral control (perceived ability to execute the behavior). This theory helps explain why certain employees choose to engage proactively at work.

Hypotheses development

Perceived organizational support and proactive attitude

Organizations benefit from providing strong support to employees, ensuring effective task completion while fostering motivation and engagement. According to Lu *et al.* [13], perceived organizational support encourages employees to adopt proactive attitudes by accommodating their needs and creating a supportive work environment. When employees feel valued and supported, they experience positive emotions such as satisfaction, well-being, and motivation, which can lead to greater initiative and proactive behavior [14, 15]. Employees who perceive high levels of support are more likely to act independently, take accountability, and engage in constructive social interactions. Therefore, the first hypothesis is proposed:

H1: Perceived organizational support positively influences proactive attitude.

Workplace spirituality and employee engagement

Workplace spirituality refers to the influence of individuals' spiritual beliefs, values, and experiences on their behavior and productivity at work [16]. It reflects alignment between personal values and organizational goals, as well as participation in meaningful work activities [17]. By fostering optimism, self-confidence, and a sense of purpose, workplace spirituality

enhances employees' engagement with their tasks and organization [18]. Consequently, employees are likely to be more dedicated, committed, and motivated in their roles. Based on this, the second hypothesis is formulated:

H2: Workplace spirituality positively affects employee engagement.

Perceived organizational support and employee performance

Perceived organizational support has been shown to improve employee performance by increasing motivation, commitment, and job satisfaction [7]. Employees who feel supported tend to align with organizational goals, reduce absenteeism and unproductive behavior, and demonstrate loyalty [19]. Organizational support also boosts employees' confidence, creativity, and willingness to take risks [20, 21]. Empirical evidence confirms that employees with strong perceptions of organizational support exhibit higher performance levels [22-24]. Thus, the third hypothesis is proposed:

H3: Perceived organizational support positively impacts employee performance.

Proactive attitudes and employee performance

Employees who adopt a proactive mindset anticipate challenges and take the initiative to resolve them before problems arise. Such behavior allows them to manage tasks more efficiently and achieve higher performance outcomes. Previous research suggests that proactive employees actively seek information, propose improvements, and implement solutions that enhance their effectiveness [25]. Moreover, transparent performance metrics enable proactive employees to monitor their progress and meet goals more effectively [26]. Because proactive behavior encourages responsibility, innovation, and engagement, it contributes to better overall job performance, particularly in fast-paced or competitive settings [4, 27].

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

Workplace spirituality and employee performance

Workplace spirituality reflects the alignment between employees' personal values, beliefs, and their work. It emphasizes meaningful work, interconnectedness with colleagues, and a sense of purpose. Studies indicate that employees who experience workplace spirituality tend to show higher dedication, improved performance, and greater loyalty to the organization [28-30]. By fostering supportive environments, encouraging autonomy, and promoting gratitude and recognition, organizations can strengthen employees' spiritual connection to their work, which positively impacts performance [31].

H5: Workplace spirituality positively influences employee performance.

Employee engagement and employee performance

Employee engagement represents the extent to which employees are committed to and enthusiastic about their roles and the organization. Engagement can be viewed through normative commitment (sense of obligation), emotional commitment (feelings of attachment), and continuance commitment (perceived cost of leaving) [32]. Engaged employees demonstrate greater motivation, higher productivity, and more consistent quality of work. They are also less likely to exhibit counterproductive behaviors, making engagement a key driver of organizational success [33, 34].

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

Perceived organizational support, proactive attitude, and employee performance

When employees perceive strong organizational support, they are more likely to develop proactive behaviors. Such perceptions enhance their commitment, satisfaction, and sense of responsibility, encouraging them to go beyond formal job requirements. Research shows that supportive organizational environments promote proactive attitudes, which in turn improve performance outcomes [35-37]. In this way, proactive behavior serves as a mechanism through which perceived support translates into higher employee performance.

H7: Proactive attitudes mediate the relationship between perceived organizational support and employee performance.

Workplace spirituality, employee engagement, and employee performance

Several studies have explored the relationship between workplace spirituality and employee engagement [16, 18, 35-39]. Findings suggest that workplace spirituality can enhance engagement by fostering a respectful, collaborative, and harmonious work environment. Employees who perceive a sense of meaning, purpose, and connectedness at work often experience pride, self-worth, and recognition for their contributions, which strengthens their commitment to the organization [40].

Research also indicates that employees' emotional attachment to their organization positively influences both task performance and organizational citizenship behaviors. Those with normative attachment feel a sense of obligation and gratitude toward the organization, encouraging them to go beyond their formal duties. Employees with continuance attachment, on the other hand, are motivated to maintain high performance because they value the benefits provided by the organization and wish to retain them [41].

Based on these theoretical insights and prior empirical findings, employee engagement is expected to act as a mechanism through which workplace spirituality impacts performance.

H8: Employee engagement mediates the relationship between workplace spirituality and employee performance.

A conceptual model summarizing all the hypotheses discussed is presented in **Figure 1**.

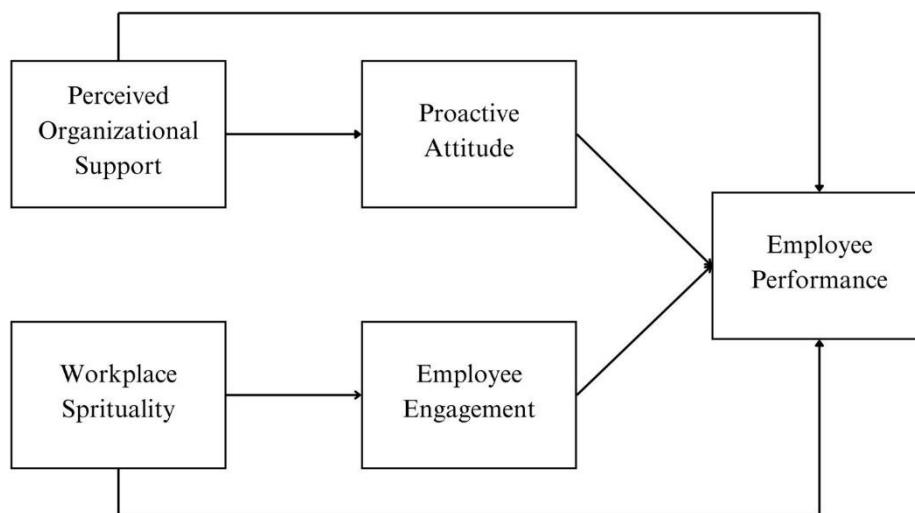


Figure 1. Research model

Methods

This study adopts a psychologically informed framework to examine how organizational support and workplace spirituality influence civil servants' attitudes, engagement, and performance. The framework integrates theoretical insights with practical objectives to guide the research design, ensuring a systematic approach to data collection and analysis [42].

The study follows a positivist approach, emphasizing objective measurement and quantitative analysis to test predefined hypotheses. By applying a deductive logic, theoretical propositions were formulated based on existing literature and subsequently tested through empirical data [43]. This approach allows for the identification of patterns and relationships among the variables under investigation [44].

Research design and procedure

A cross-sectional survey was employed to collect data from Indonesian civil servants. This design enables efficient evaluation of multiple constructs, including perceived organizational support, workplace spirituality, proactive attitudes, employee engagement, and performance outcomes. The survey items were adapted from validated scales used in previous studies, ensuring the reliability and relevance of the measures [16, 21, 35].

Participants completed the questionnaires online, providing responses on a structured rating scale. This method ensured uniform data collection and minimized potential biases in responses. The resulting dataset allows for rigorous statistical examination of direct, indirect, and mediating relationships among the studied variables.

Data analysis approach

The collected data were analyzed quantitatively using structural equation modeling (SEM). This technique enables simultaneous testing of multiple hypothesized relationships and the evaluation of mediating effects. The use of SEM allows researchers to assess the validity of the theoretical model while controlling for measurement error, providing a robust framework to examine the complex interactions between organizational support, workplace spirituality, proactive behavior, engagement, and performance.

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

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.

Informed consent

Prior to participation, all respondents provided their written consent after receiving detailed information about the study's purpose, procedures, potential benefits, and possible risks. Participants were given opportunities to ask questions and clarify any doubts regarding the research. Consent forms were reviewed and approved by the institutional ethics committee and were signed only after participants fully understood the study. In addition, verbal consent was recorded as supplementary evidence of voluntary participation. The confidentiality and anonymity of all respondents are strictly maintained, and the collected data will be used exclusively for this research without disclosure to third parties unless explicit written permission is obtained from participants.

Results and Discussion

Participant characteristics

The sample consisted of 101 civil servants in Indonesia. Female respondents comprised the majority, accounting for 66.3% (67 individuals), while males represented the remaining 33.7%. Age distribution revealed that 6.9% of participants were between 20 and 25 years old, whereas two age groups—26–30 years and 36–40 years—each comprised 19.8% (20 individuals) of the sample. Regarding educational attainment, the largest portion of respondents held a bachelor's degree (53.5%, 54 individuals), followed by master's degree holders at 23.8% (24 individuals). Work experience varied, with 38.6% (39 participants) having fewer than five years of service, while 18.8% (19 participants) had more than twenty years. These demographic details are summarized visually in **Figure 2**.

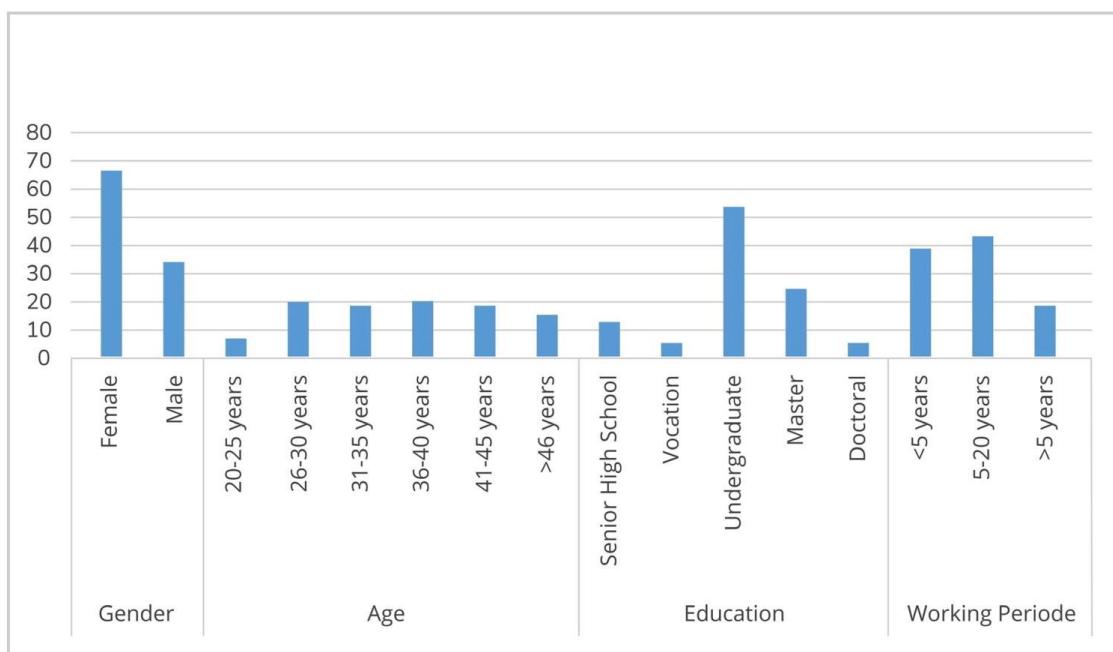


Figure 2. Respondent profile

Validity and reliability

The validity assessment indicated that the proposed measurement model demonstrated an acceptable fit for the exogenous constructs, as illustrated in **Figure 3**. Within the Perceived Organizational Support construct, one out of six items was deemed invalid, while all four items measuring Workplace Spirituality were found to be valid.

For the endogenous constructs, validity tests (**Figure 4**) showed a strong model fit. Among the Proactive Attitude items, one of five was invalid. In the Employee Engagement construct, four of nine items were invalid, and similarly, four of the nine items for Employee Performance were determined to be invalid. These results suggest that while most items reliably measured their intended constructs, a few items required reconsideration or removal to enhance overall measurement validity.

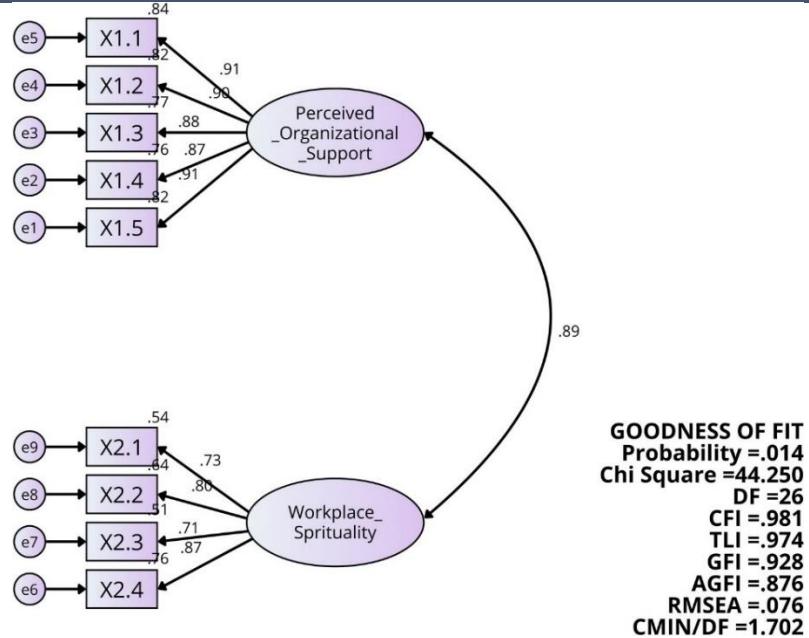


Figure 3. Exogenous variables

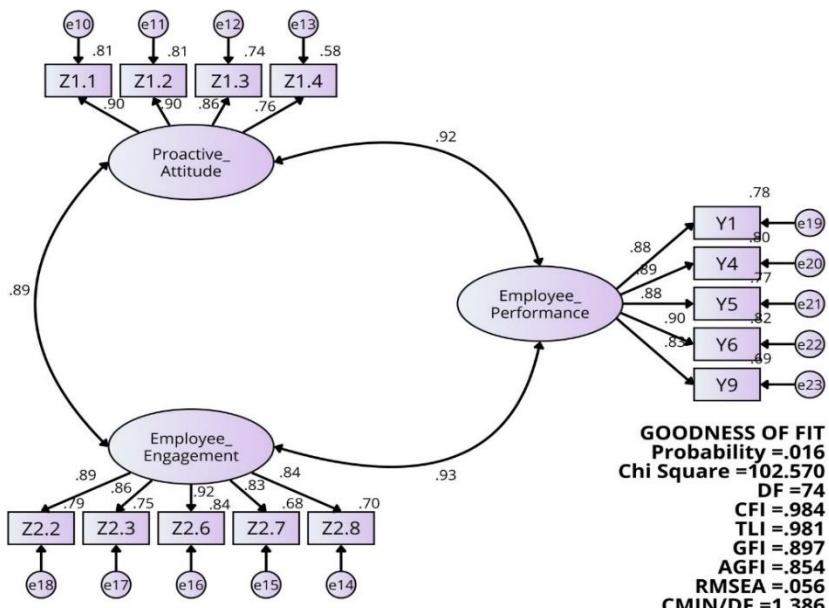


Figure 4. Endogenous variables

Confirmatory factor analysis (CFA)

To assess the soundness of the measurement model, Confirmatory Factor Analysis (CFA) was conducted focusing on reliability, convergent validity, and discriminant validity. The composite reliability (CR) scores for all constructs ranged between 0.862 and 0.952, exceeding the conventional 0.70 threshold, which indicates a strong degree of internal consistency. Factor loadings for individual items were all above 0.71, surpassing the minimum acceptable value of 0.50, thereby demonstrating adequate convergent validity. The Average Variance Extracted (AVE) for each construct varied from 0.611 to 0.800, further confirming that the items captured a substantial portion of the variance in their respective constructs. Discriminant validity was evaluated using the Heterotrait-Monotrait (HTMT) ratio, with values ranging from 0.765 to 0.838. All values were below the recommended limit of 0.85, indicating that the constructs were empirically distinct from one another. Collectively, these results suggest that the measurement model possesses sufficient reliability and validity, supporting its use for subsequent structural analyses.

Table 1. Independent variable

Sub Variable	Variable Description	Items
Perceived Organizational Support (POS)	Employees' perception that the organization values their contributions, cares about their well-being, and offers	X1.1: The organization values employee contributions X1.2: The organization recognizes employees' extra efforts X1.3: The organization addresses employee complaints X1.4: The organization is concerned with employee welfare X1.5: The

Workplace Spirituality (WS)	sufficient support and responses to their workplace needs and challenges [45]	organization provides assistance to employees facing work difficulties X1.6: The organization demonstrates strong concern for employees
	A feeling of purpose in work, connection with colleagues, and alignment with the organization's values, allowing employees to integrate their physical, mental, emotional, and spiritual selves into the workplace [30]	X2.1: Empathy toward colleagues X2.2: Mutual respect among colleagues X2.3: Enthusiasm for work X2.4: Effective teamwork and cooperation

Table 2. Mediating variable

Sub-variable	Variable Description	Items
Proactive Attitude (PA)	An individual's inclination to initiate actions, foresee potential issues in personal and professional contexts, and demonstrate proactive planning, self-motivation, and sustained efforts to shape their surroundings [45]	Z1.1: Positive mindset toward task completion Z1.2: Taking initiative in learning and development Z1.3: Overcoming challenges effectively Z1.4: Self-reporting and accountability Z1.5: Demonstrating work initiative
Employee Engagement (EE)	A fulfilling, positive work-related mindset marked by vigor, dedication, and complete absorption in one's role [46]	Z2.1: High energy levels during work Z2.2: Eagerness to invest effort Z2.3: Enthusiasm for job responsibilities Z2.4: Feeling inspired by work Z2.5: Persistence in tasks Z2.6: Enjoyment derived from work Z2.7: Pride in one's work Z2.8: Strong focus and concentration at work Z2.9: Difficulty detaching from work

Table 3. Dependent variable

Sub-variable	Variable Description	Items
Employee Performance (EP)	The extent to which civil servants achieve their work objectives and demonstrate required behavioral competencies, assessed annually using predefined performance metrics Law of Public Servants Performance in Indonesia [47]	Target: Y1: Work quantity Y2: Quality of work Y3: Timeliness Y4: Competence Behavior: Y5: Courtesy Y6: Commitment Y7: Prioritizing departmental interests Y8: Motivation Y9: Leadership

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 summarizes the descriptive statistics for the key constructs of this study: Perceived Organizational Support (POS), Workplace Spirituality (WS), Proactive Attitude (PA), Employee Engagement (EE), and Employee Performance (EP). The mean scores ranged from 5.56 to 5.87, indicating generally favorable perceptions and attitudes among participants. Standard deviations were relatively low, between 0.823 and 0.986, reflecting consistent responses with limited dispersion across the sample.

Skewness and kurtosis analyses suggested that the data followed an approximately normal distribution, supporting the suitability of parametric analyses. Among the constructs, Workplace Spirituality (WS) recorded the highest mean value at 5.89, reflecting strong endorsement by participants. Reliability analysis showed that all constructs exhibited high internal consistency, with Cronbach's alpha coefficients as follows: POS = 0.953, WS = 0.861, PA = 0.919, EE = 0.942, and EP = 0.944, indicating that the measurement scales were highly reliable.

Table 5. Descriptive statistics

Mean	Median	Min	Max	Standard deviation	Excess kurtosis	Skewness
Perceived organizational support						
X1.1	5.69	6	4	7	0.892	-0.657
X1.2	5.71	6	3	7	0.942	-0.460
X1.3	5.64	6	4	7	0.878	-0.775
X1.4	5.56	6	4	7	0.853	-0.567
X1.5	5.68	6	4	7	0.882	-0.693
Workplace spirituality						
X2.1	5.74	6	4	7	0.879	-0.678
X2.2	5.81	6	4	7	0.880	-0.552
X2.3	5.65	6	4	7	0.830	-0.414
X2.4	5.78	6	4	7	0.986	-0.930
Proactive attitude						
Z1.1	5.72	6	4	7	0.907	-0.872
Z1.2	5.79	6	3	7	0.941	-0.576
Z1.3	5.76	6	4	7	0.896	-0.862
Z1.4	5.79	6	3	7	0.941	-0.197
Employee engagement						
Z2.2	5.70	6	4	7	0.944	-0.879
Z2.3	5.77	6	4	7	0.823	-0.475
Z2.6	5.68	6	4	7	0.958	-0.755
Z2.7	5.84	6	4	7	0.903	-0.531
Z2.8	5.74	6	4	7	0.868	-0.709
Employee performance						
Y1	5.64	6	4	7	0.867	-0.651
Y4	5.75	6	4	7	0.921	-0.922
Y5	5.72	6	4	7	0.896	-0.808
Y6	5.73	6	4	7	0.904	-0.847
Y9	5.87	6	4	7	0.808	-0.763

Mediation analysis

The mediation tests, presented in **Table 6**, reveal that Proactive Attitude serves as a significant conduit through which Perceived Organizational Support enhances Employee Performance, with results showing a highly significant effect ($p < 0.001$). Similarly, Employee Engagement was identified as a key mediator in the relationship between Workplace Spirituality and Employee Performance, also reaching a high level of significance ($p < 0.001$).

These findings suggest that simply providing organizational support or fostering workplace spirituality is not enough to directly boost employee performance. Instead, the benefits of organizational support are channeled through employees' proactive behaviors, while the influence of workplace spirituality materializes through increased engagement. This underscores the importance of considering intermediary psychological factors when examining how organizational practices translate into performance outcomes.

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 illustrated in **Figure 5** demonstrates a strong fit with the observed data. To examine the proposed mediation effects, the Sobel test was applied. **Figure 6** presents the mediation analysis results, highlighting the indirect effect of Perceived Organizational Support on Employee Performance through Proactive Attitude. The findings confirm that Proactive Attitude significantly mediates this relationship, indicating that the influence of organizational support on performance is substantially channeled through employees' proactive behaviors.

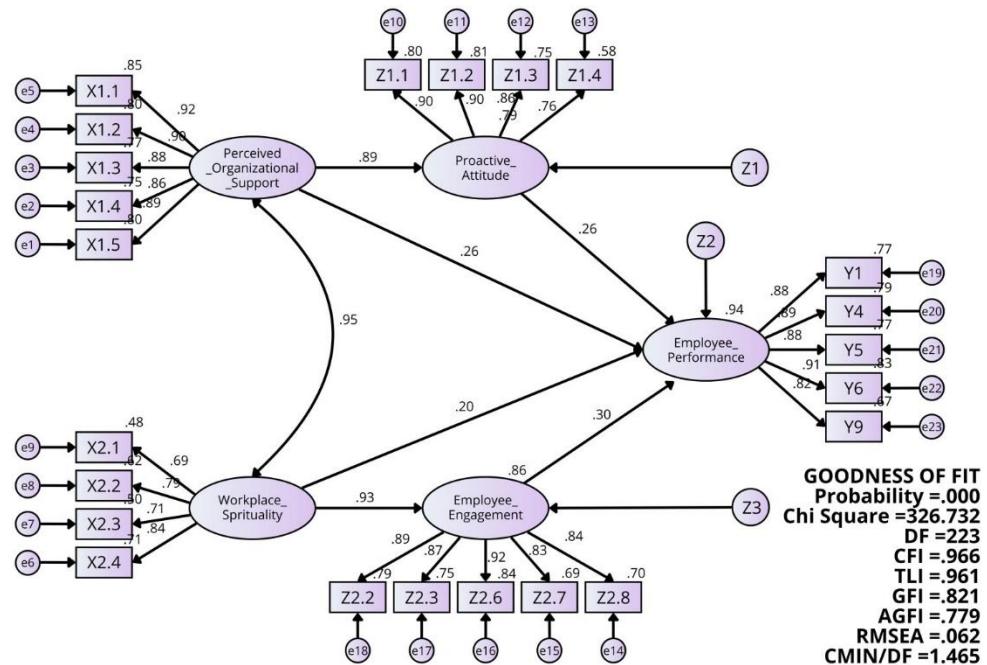


Figure 5. Full model

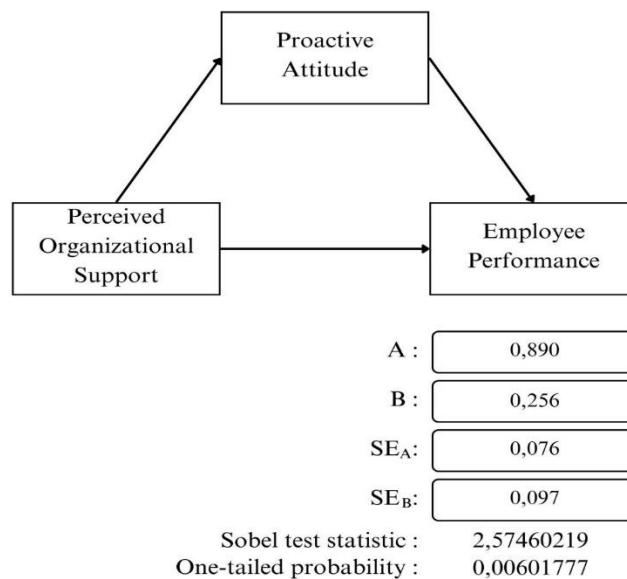
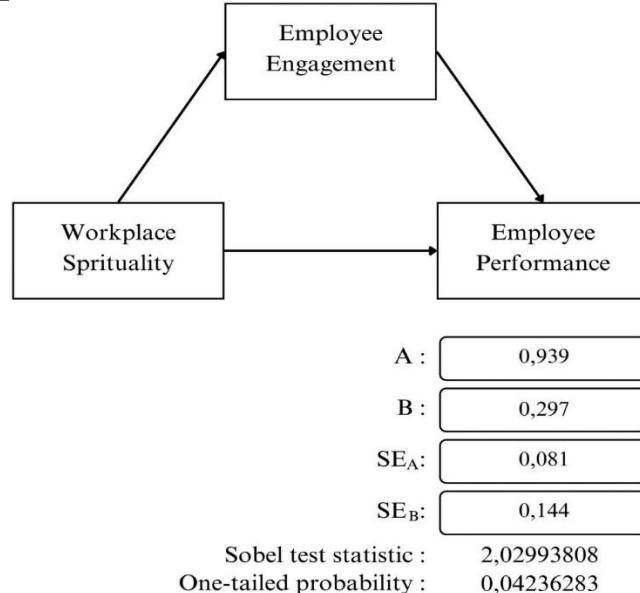


Figure 6. Sobel test 1

Figure 7 tests the mediation effect of Workplace Spirituality on Employee Performance through Employee Engagement.

**Figure 7.** Sobel test 2

The results of the analysis indicate that hypotheses H3 and H5 were not supported, whereas four out of the six proposed hypotheses received empirical support. This conclusion is based on the significance values, all of which were below the 0.05 threshold. The detailed outcomes are presented in **Table 7**.

Table 7. Hypotheses testing

Hypotheses	Coefficient	Probability	Result
Perceived organizational support has a positive effect on proactive attitude (H1)	0.89	0.000	Supported
Workplace spirituality has a positive impact on employee engagement (H2)	0.929	0.000	Supported
Perceived organizational support has a positive impact on Employee Performance (H3)	0.256	0.162	Not Supported
Proactive attitude has a positive impact on Employee Performance (H4)	0.263	0.010	Supported
Workplace spirituality has a positive influence on Employee Performance (H5)	0.200	0.435	Not Supported
Employee engagement has a positive impact on employee performance (H6)	0.30	0.031	Supported
Proactive attitude mediates the influence of Perceived Organizational Support on Employee Performance (H7)	0.26	0.01	Supported
Employee engagement mediates the effect of workplace spirituality on Employee Performance (H8)	0.28	0.04	Supported

Discussion

The findings presented in **Table 7** highlight the significant relationships between perceived organizational support, workplace spirituality, and employee performance, mediated by proactive attitude and employee engagement. Among these, workplace spirituality appears to exert a stronger influence on employee performance through engagement. The measurement indicators used in this study effectively captured the constructs of organizational support, workplace spirituality, proactive behavior, employee engagement, and performance. Nevertheless, not all hypothesized relationships were confirmed. Overall, each independent variable shows a generally positive impact on its corresponding dependent variable, and the complete model results are provided for reference.

Structural equation modeling results for Hypothesis 1 (H1) reveal a beta coefficient of 0.89, significant at the 0.00 level, supporting the hypothesis. These findings are consistent with the work of Rochmatullah *et al.* [45], which suggested that employees who perceive higher organizational support demonstrate greater engagement in proactive behaviors, such as problem-solving and innovation. It is also plausible that employees with a proactive mindset actively seek organizational support, suggesting a potential bidirectional relationship. Organizations may respond to such proactive behaviors by offering additional support to these employees, fostering a mutually reinforcing dynamic.

For Hypothesis 2 (H2), the beta coefficient was 0.93 with a significance of 0.00, also supporting the hypothesis. Employees often face stress or dissatisfaction in demanding workplaces, making workplace spirituality increasingly relevant. Spirituality at work encompasses values, beliefs, and attitudes that can positively shape behavior and performance [48]. Benefits include enhanced productivity, organizational commitment, psychological well-being, and job satisfaction. By fostering an environment guided by spiritual principles—such as sincerity, accountability, discipline, and compassion—organizations can

strengthen employee engagement. Workplace spirituality enables employees to find meaning and purpose in their roles, promotes fairness and trust, and aligns employee behaviors with organizational goals, reinforcing emotional, cognitive, and behavioral engagement.

Hypothesis 3 (H3), however, was not supported. The beta coefficient of 0.256 at a significance level of 0.162 indicates that perceived organizational support alone does not directly enhance employee performance. This outcome suggests that while support is appreciated, it does not automatically translate into higher performance targets. The findings diverge from Sabir *et al.* [49], emphasizing that proactive attitudes may function as mediating factors that channel organizational support into performance outcomes.

Hypothesis 4 (H4) was supported, with a beta coefficient of 0.263 and a significance level of 0.010. Proactive behaviors positively influence employee performance, as employees who anticipate challenges and act preemptively tend to achieve better outcomes. Such proactive engagement encourages innovation, responsibility, and adaptability, enabling employees to contribute meaningfully to organizational goals.

Hypothesis 5 (H5) was not supported, with a beta coefficient of 0.20 and a significance level of 0.435. Contrary to studies by AlKhemeiri *et al.* [50] and Anggayani and Hartawan [51], workplace spirituality did not show a direct effect on employee performance in this study. While spirituality may enhance well-being and satisfaction, it does not automatically result in measurable performance improvements, suggesting that its effect may be contingent on other mediating factors such as engagement.

Hypothesis 6 (H6) was supported, with a beta coefficient of 0.30 and a significance level of 0.031. The findings align with Almwali *et al.* [52], indicating that higher employee engagement is positively associated with improved performance outcomes. Engaged employees demonstrate stronger commitment, motivation, and productivity, which benefit both individual and organizational performance. This is further corroborated by studies from Sopiah *et al.* [53] and Sapta *et al.* [30], highlighting the critical role of emotional attachment to the organization in driving effective work behavior and output.

Mediation Analysis and Discussion

The findings for Hypothesis 7 (H7), which examined the mediating role of proactive attitude in the relationship between perceived organizational support (POS) and employee performance, were tested using the Sobel method. The results indicated significance at the 0.01 level, confirming H7. This demonstrates that proactive attitude serves as a key mechanism through which POS influences employee performance. These results expand current understanding of POS by highlighting that supportive organizational practices not only enhance employee satisfaction but also foster proactive behaviors that contribute to better performance outcomes. While POS alone may not directly elevate performance, it significantly encourages proactive behaviors that, in turn, improve employee effectiveness.

Similarly, Hypothesis 8 (H8), which evaluated whether employee engagement mediates the effect of workplace spirituality (WS) on employee performance, was supported at the 0.04 significance level via the Sobel test. This indicates that engagement acts as a critical link between WS and performance. According to Sharma and Kumra [39], integrating spirituality in the workplace enhances employees' sense of belonging and connection to the organization. Employee engagement, reflecting the psychological investment and active involvement of employees, is strengthened when individuals perceive a meaningful and value-driven work environment. Consequently, engaged employees exhibit higher efficiency, remain committed, and contribute positively to organizational outcomes. Although WS may not directly influence performance, it enhances engagement, which subsequently drives improved performance.

Overall, the results underscore the importance of attitudes and engagement in translating organizational resources and values into effective employee behavior. Proactive attitudes and employee engagement address individual differences in motivation and involvement, serving as essential mediators in the relationship between organizational support, workplace spirituality, and performance outcomes. These findings provide empirical support for both social exchange theory and the theory of planned behavior, emphasizing that employees' perceptions of support and meaningful work, combined with their attitudes and engagement, shape performance-related behaviors.

Managerial Implications

From a practical standpoint, these findings suggest that organizations—particularly within the civil service—should actively cultivate both proactive attitudes and engagement to enhance employee performance. Management strategies should include recognizing and rewarding employee contributions, creating supportive work environments, and fostering a culture of workplace spirituality that emphasizes shared values, ethical behavior, and purpose in work. Encouraging employee initiative, allowing autonomy, and soliciting feedback are practical ways to strengthen proactivity and engagement, ultimately translating into improved performance.

Limitations

Despite the study's contributions to understanding performance improvement and supporting theoretical frameworks, it has several limitations. The research did not differentiate between male and female civil servants, which may be relevant given potential differences in work behavior and attitudes. Additionally, the study focused exclusively on civil servants, limiting the generalizability of the findings to other employee populations in Indonesia.

Conclusion

This research extends the examination of employee performance among Indonesian civil servants by exploring the effects of perceived organizational support and workplace spirituality, with proactive attitude and employee engagement as mediating factors. The study demonstrates that proactive attitude mediates the relationship between POS and performance, highlighting the importance of organizational recognition, support, and attention to employee contributions. Likewise, employee engagement mediates the impact of WS on performance, reflecting the role of interpersonal support, enthusiasm, and collaboration in the workplace.

The study not only enriches the theoretical understanding of social exchange and planned behavior frameworks but also provides actionable insights for civil service managers seeking to enhance performance outcomes. Future research could expand the sample to include both civil servants and private-sector employees using cluster sampling to improve generalizability. Additionally, examining outcomes at the individual, team, and organizational levels would provide a more nuanced understanding of how support, spirituality, and engagement interact to influence performance.

Acknowledgments: The authors would like to thank the reviewers for their valuable feedback on improving this paper and the colleagues who participated in this research.

Conflict of interest: None

Financial support: None

Ethics statement: This research was approved by the ethics committee of Universitas Dian Nuswantoro, and registration number No: 036/B.23/UDN-03/XII/2023. One of the results of their ethical assessment is the research instrument. The instruments used in this study are presented: independent variables (Table 1), mediating variables (Table 2), and dependent variables (Table 3).

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