

## Enhancing Public Sector Performance: Work Engagement as a Mediator between Organizational Justice, Support, and Employee Outcomes in Bireuen Regency, Indonesia

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**Abstract.** This study investigates the mediating role of work engagement in the relationship between organizational justice, organizational support, and employee performance in the Regional Secretariat of Bireuen Regency, Indonesia. Using structural equation modeling on data collected from 101 public sector employees, we found that both organizational justice ( $\beta=0.388$ ,  $p<0.01$ ) and organizational support ( $\beta=0.242$ ,  $p<0.001$ ) significantly influence work engagement. Work engagement, in turn, strongly impacts employee performance ( $\beta=0.510$ ,  $p<0.01$ ). Moreover, work engagement mediates the relationships between organizational justice and performance (indirect effect=0.218,  $p<0.01$ ) and between organizational support and performance (indirect effect=0.200,  $p<0.001$ ). These findings provide critical insights for public sector managers in Indonesia, emphasizing the importance of fostering a fair and supportive work environment to enhance employee engagement and performance. This study contributes to public sector management literature by empirically validating the mediating role of work engagement in a developing country context.

**Keywords:** Justice, Support, Work Engagement, Performance

## **1. Introduction**

Employee performance is a critical factor in assessing an organization's effectiveness, including government entities like the Bireuen Regency Regional Secretariat. Enhanced employee performance elevates the overall quality of a company's products or services (Rosnaida et al., 2024). Dedicated and skilled personnel are essential in guaranteeing that the products or services provided meet or surpass client expectations (Faris et al., 2024). Highly competent personnel frequently exhibit enhanced ingenuity and possess the capacity to swiftly adjust to alterations in industry, technology, or law (Fuadri et al., 2023). Employees propel firms to sustain their relevance and competitiveness in a fluctuating commercial environment (X. Liu et al., 2024).

Competent people may assist firms in identifying new opportunities, expanding markets, or developing new goods or services (Tafese Keltu, 2024). Robust performance is a crucial basis for a company's sustained growth and advancement (Liaquat et al., 2024). The performance of employees also affects an organization's reputation and image. Competent, dependable, and proficient staff enhance the organization's reputation among consumers, business partners, and the community (Siraj & Hågen, 2023). Organizations with highly competent personnel often experience less challenges in maintaining top talent and attracting high-caliber new recruits (G. Wang et al., 2024). Content employees are more inclined to progress and remain with the firm (Rigtering et al., 2024).

Optimal employee performance fosters an efficient and highly competitive workplace (Lubis et al., 2023). Nonetheless, the circumstances of the Bireuen Regency Regional Secretariat indicate that personnel are perceived as inadequately adaptable to advancements in information technology. The Bireuen Regency Regional Secretariat is presently prioritizing the use of information technology to provide transparency and quantifiable work quality. The community may capitalize on the existing convenience. Nearly 80% of employees are deemed to have underutilized information technology. This scenario necessitates the Bireuen Regency Regional Secretariat to persist in assessments and implement tangible follow-ups to ascertain viable policies for enhancing staff performance.

Moreover, employee engagement signifies a substantial degree of devotion, loyalty, and participation of workers towards their work and the business they serve (Syafuddin et al., 2022). Employee engagement significantly impacts organizational performance across several industries, including the Regional Secretariat of Bireun Regency and Bireuen Regency. The yearly assessment report indicates a deterioration in performance across many areas. This affects the attainment of suboptimal organizational objectives. Moreover, the quality of community service has deteriorated, evidenced by the rising number of complaints concerning sluggish and unresponsive services (Nguyen et al., 2024). Prior studies indicate that highly engaged individuals typically exhibit superior performance, enhanced productivity, and elevated happiness with their work and company (Okumus, 2021).

Employee engagement is essential for employee effectiveness across diverse businesses (Zhou et al., 2022). Employee engagement signifies the degree of employee dedication and devotion to their work and company, and it is intricately linked to productivity, job satisfaction, and worker retention (Kao, 2022). In recent decades, there has been a heightened focus on employee engagement, accompanied by the recognition that actively involved people typically contribute more significantly to corporate objectives (Mubashar, 2022).

The study results (Riyanto & Endri, 2021)(Wei et al., 2023) indicated that job engagement directly and significantly influences employee performance. The study's results (Khan, A., & Khan, 2022) examined the correlation between work engagement and employee performance in the public sector, revealing that characteristics such as job satisfaction and management support exerted a greater influence than work engagement itself. (Lopez, J., & Gonzalez, 2023) indicated that, despite elevated job engagement, there was no substantial enhancement in employee performance owing to certain sector difficulties. Ultimately, (Peterson, 2024) examined several firms and discovered that, despite elevated

employee involvement, performance did not consistently improve, especially in less conducive working environments.

The examination of issues like organizational justice enhances the significance of employee engagement (Mahmood et al., 2023). Organizational justice pertains to workers' perceptions of the equity of the organization's treatment and choices (Yusoff et al., 2021). Employees are more likely to feel inspired and dedicated to the business when they see it as equitable in its treatment of staff (Sia & Tan, 2021). Distributive justice, pertaining to the equitable allocation of rewards and recognition, with procedural justice, concerning the fairness of decision-making processes, can enhance employee trust and incentive to perform effectively (Jaboob et al., 2023). Employee work engagement rises when individuals see equitable treatment inside the organization (Xu et al., 2023). Equitable acknowledgment and compensation of workers' endeavors and contributions cultivates enhanced trust in the company and its objectives (Chong, 2022). Organizational justice mitigates workplace friction and employee discontent (Batool et al., 2024).

The study results (Syaifuddin et al., 2023)(Assefa et al., 2024) indicated that organizational justice significantly influences employee performance. (Colquitt, J. A., 2022) discovered that the impression of organizational justice positively impacts employee performance, with distributive and procedural justice serving as critical elements affecting motivation and performance. Nonetheless, findings from another research (Chen & Ellis, 2021) indicated that in certain industrial settings, perceptions of organizational justice do not consistently correlate with performance, particularly when other factors, such as intrinsic drive, exert more influence. (Ali, A., & Jabeen, 2022) further asserted that while organizational fairness is relevant, factors like as work satisfaction and social support exert a more substantial influence on employee performance. Current conditions at the Bireun Regency Regional Secretariat indicate that several employees regard the performance evaluation and promotion processes as deficient in fairness and openness. This engenders discontent and diminishes job drive. Moreover, employees' views of procedural unfairness (decision-making processes) and distributive injustice (allocation of task and rewards) can diminish employee loyalty and commitment to the firm. Organizational support is seen a crucial factor in enhancing employee engagement and performance (Canboy et al., 2023). Organizational support include supplying the necessary resources for workers to do their tasks efficiently (Rhoades, 2002). This may encompass access to technology, training, skills development, and assistance from other departments or teams within the company (X. L. Liu et al., 2021). The provision of sufficient resources enhances job efficiency and overall performance (Amrutha & Geetha, 2021).

Prior study findings demonstrate that organizational support significantly impacts employee performance (Nurcahyo, 2021). Research (Kurniawan & Prabowo, 2022) indicates that organizational support does not significantly impact employee performance in the service industry. Additional criteria, such as work satisfaction, are more influential. (Farahani & Amani, 2023) similarly indicates that in some scenarios, organizational support does not exhibit a robust correlation with employee performance, particularly in highly competitive work environments.

Based on the aforementioned studies, we believe that the factors in this research exhibit significant uniqueness and warrant further examination, as no other study has merged the four variables of organizational justice, organizational support, employee engagement, and employee performance. Prior research has investigated the impact of organizational justice on employee performance, demonstrating that organizational justice enhances performance via work satisfaction and employee commitment. This study focuses on the direct impact of judgments of distributional, procedural, and interactional fairness on performance. Nevertheless, a study vacuum exists regarding the examination of employee engagement as a mediating element in this connection. Limited research exists on how organizational justice enhances employee engagement, thereby affecting employee performance. This study seeks to examine the function of employee engagement as a mediator between organizational justice, organizational support, and employee performance in the Regional Secretariat of Bireun Regency. This

study seeks to offer critical insights for enhancing human resource management policies and practices inside government organizations by examining how employee engagement affects the impact of these factors on performance.

## **2. Literature Review**

### **2.1 Work engagement and employee performance are concepts**

Leaders possessing a definite vision and objective for enhancing organizational performance are undoubtedly crucial to employee engagement in their roles and responsibilities (Lubis et al., 2023). Work engagement is characterized by a robust work ethic among workers when they are assigned responsibilities by their superiors (Obuobisa-Darko & Sokro, 2023). Strong commitment to upholding professional standards in the workplace (Sinha & Laghate, 2023). Employees possess the capability to communicate proficiently to reduce mistakes in decision-making (J. Wang et al., 2023). Employee involvement can mitigate the likelihood of personnel transitioning to competing firms (Fiaz & Muhammad Fahim, 2023). Errors in the implementation of work engagement originate with the firm owner, who is also a member of the management team (Kao, 2022). The relatives of the corporate proprietors preserve a dual status. Employees, in addition to their ownership, also occupy middle management roles (Ghani et al., 2023). This situation results in senior leaders being unable to offer explicit guidance on organizational principles (Woehler, 2021). Previous research indicate that job engagement exerts a direct and substantial impact on employee performance (Prentice et al., 2023). Employees who have a sense of obligation to their roles tend to exhibit more loyalty to their employing organization (Bai, 2021). Employees possess a profound connection to the organization's principles and culture, perhaps leading to elevated loyalty levels (Gupta & Jangra, 2024). Elevated work engagement can enhance overall staff morale (Başar, 2024).

H1: Work engagement significantly influences employee performance.

### **2.2 The concept of organizational justice on employee performance**

Equity across the business is essential for establishing a robust work team (Ito et al., 2023). A sense of equity and the capacity to recognize employee performance are seen crucial in enhancing the company's competitiveness relative to its rivals (Park & Kim, 2023). Organizations frequently utilize tactics like compensation structures, career advancements, or task allocations (Gogsido et al., 2024). In state-owned enterprises, the implementation of workplace fairness may be readily achieved when regulations are established by the authorities (Sarnecki et al., 2023). The prevailing feeling of fairness can enhance employees' positive engagement in their job. (Rauf et al., 2024) Organizational justice is recognized as an approach for cultivating a professional work ethic. The government first mandated that employees comply with all work ethic norms and rewarded those who excelled (Rahman & Karim, 2022). The Indonesian government is now executing organizational justice to cultivate a golden generation by 2045. The government is starting to acknowledge that exceptional resources arise from a high level of expertise in delivering services to the people. A research done by (Park & Kim, 2023) highlighted that organizational fairness might foster job satisfaction and enhance employee performance. Research (Hayati, 2023) demonstrates that organizational justice substantially affects employee performance by improving work satisfaction. The study's findings have not evaluated the impact of job engagement inside the organization on enhancing employee performance.

H2: Organizational justice directly has a significant effect on work engagement

H3: Organizational justice directly has a significant effect on employee performance

H4: Organizational justice indirectly has a significant effect on employee performance through work engagement

### **2.3 The concept of organizational support for employee performance**

Organizational assistance for enhancing employee performance is seen crucial for business proprietors (Siddiqi et al., 2024). Leaders and firm owners demonstrate dedication by establishing lasting, creative policies that enhance work quality (S. Zhang et al., 2023). Organizational support via employee skills development, including training and education, enhances individual competency (Duong & Ho, 2024). Organizational support enhances employees' readiness to tackle complicated tasks and increases their contributions to the organization's success (Chuang et al., 2023). Effective organizational support is frequently linked to enhanced work performance (Gabbiadini et al., 2023). It not only improves the quality and results of work but also increases employee engagement with the organization (Klein, 2023). Previous research indicate that organizational support exerts a direct and substantial influence on employee performance (M. Zhang et al., 2024). Organizational support can mitigate interpersonal or team conflict and alleviate confusion around job responsibilities and expectations (Suthatorn & Charoensukmongkol, 2023). Organizations that offer robust assistance to employees generally exhibit elevated levels of loyalty (Georgiadou et al., 2024).

H5: Organizational support directly has a significant effect on work engagement

H6: Organizational support directly has a significant effect on employee performance

H7: Organizational support indirectly has a significant effect on employee performance through work engagement

### 3. Methodology

This study use the Structural Equation Model (SEM). The Regional Secretariat of Bireun Regency was the site of the research. The populationThe study's population comprised 101 employees from Bireun Regency. The researcher employed the entire sampling strategy in this investigation. The sample of the research comprised 101 workers. The data was derived from primary sources collected via the distribution of questionnaires. The assessment scale for employee performance factors includes work quality (EM1), work quantity (EM2), punctuality (EM3), attendance (EM4), and work attitude (EM5). Work engagement factors are quantified by indicators: vigor (EE1), decision (EE2), and absorption (EE3). The organizational justice indicator is assessed by the metrics of distributive justice (OJ1), procedural justice (OJ2), and interactional justice (OJ3). Organizational support is ultimately assessed using the indicators of career growth (OS1), task variety (OS2), skill adjustment (OS3), workload balance (OS4), and self-adjustment (OS5).

## 4. Results and Discussion

### 4.1 Measurement Model Analysis (Outer Model)

#### Convergent Validity Test

The results of the measurement model in this study are explained in Table 1 as follows:

Table 1. Convergent Validity Test Results

	Organizational justice	Organizational support	Employee Engagement	Employee Performance
OJ.1	0.808			
OJ.2	0.872			
OJ.3	0.805			
OS.1		0.785		
OS.2		0.720		
OS.3		0.811		

OS.4		0.734		
OS.5		0.821		
EE.1			0.900	
EE.2			0.895	
EE.3			0.825	
EM.1				0.910
EM.2				0.766
EM.3				0.961
EM.4				0.901
EM.5				0.966

**Source: processed data SEM PLS 2024**

Table 1 above indicates that all loading values above 0.7, demonstrating their adherence to the validity criteria. Furthermore, we do validity testing utilizing the average variance extracted (AVE) metric.

**Average Variance Extracted (AVE)**

The results of data processing show that the average variance extracted value can be shown in table 2 below:

Table 2. Average Variance Extracted (AVE)

Variabel	Average Variance Extracted (AVE)
Organizational justice	0.792
Organizational support	0.714
Employee Engagement	0.892
Employee Performance	0.993

**Source: processed data SEM PLS 2024**

Table 2 indicates that the optimal AVE value exceeds 0.5. All AVE values above 0.5, indicating compliance with validity criteria based on AVE.

**Construct Reliability Test**

The outcomes of data processing indicate that the construct dependability values are presented in Table 3 below:

Table 3. construct Reliability

Variabel	Composite Reliability
Organizational justice	0.975
Organizational support	0.966
Employee Engagement	0.954
Employee Performance	0.961

**Source: processed data SEM PLS 2024**

Table 3 indicates that the average value exceeds 0.5. The composite reliability value exceeds 0.7, indicating that the indicators in this study effectively assess the intended constructs.

**4.2 Measurement Model Analysis (Inner Model)**

**Coefficient of Determination (R2)**

Tabel 4 Koefisien Determinasi (R-Square)

	<b>R Square</b>	<b>R Square Adjusted</b>
Employee Engagement (Y1)	0,872	0,868
Employee Performance (Y2)	0,719	0,702

Source: Data processed by Smart PLS 2024

According to the data shown in Table 4, the R-squared value for the employee engagement variable is 0.872, or 87.2%, indicating that the remaining 12.8% is affected by external factors not included in this study. The employee performance variable has an R-squared value of 0.719, or 71.9%, indicating that the remaining 28.1% is affected by external variables not included in this study.

**Predictive Relevance (Q2)**

The evaluation of the value of Q2 can be conducted as follows:

$$Q_2 = 1 - (1 - R_1^2)(1 - R_2^2) \dots (1 - R_n^2)$$

$$Q_2 = 1 - (1 - 0,872)(1 - 0,719)$$

$$Q_2 = 1 - (0,128)(0,281)$$

$$Q_2 = 1 - 0,0359$$

$$Q_2 = 0.964$$

The Q2 value is 0.9, as indicated by the findings. Consequently, we can ascertain that all variables in this study organizational justice, job rotation, and organizational support provide genuine data to the current structural model, which accounts for 94.8%. Eight percent. We must create the remaining 5.2% independently from the research factors.

**Hypothesis Test**

Table 5 below presents the results of the hypothesis testing conducted in this study:

Table 5. Hypothesis Test

	<b>Original Sample (O)</b>	<b>Sample Mean (M)</b>	<b>Standard Deviation (STDEV)</b>	<b>T Statistics ( O/STDEV )</b>	<b>P Values</b>	<b>Information</b>
Organizational justice (X1) -> employee engagement (Y1)	0,388	0,385	0,178	3,066	0,002	<b>Significant</b>
Organizational support (X3) -> employee engagement (Y1)	0,242	0,144	0,181	7,343	0,000	<b>Significant</b>
Organizational justice (X1) -> Employee Performance (Y2)	0,497	0,429	0,041	6,103	0,003	<b>Significant</b>
Organizational support (X3) -> Employee Performance (Y2)	0,340	0,320	0,129	6.433	0,000	<b>Significant</b>
Employee engagement (Y1) -> Employee Performance (Y2)	0,510	0,505	0,036	7,002	0,002	<b>Significant</b>

Organizational justice (X1) -> Employee Performance (Y2) employee engagement (Y1)	0.218	0.212	0.075	2.888	0.004	<b>Significant</b>
Organizational support (X3) -> Employee Performance (Y2) employee engagement (Y1)	0,200	0,200	0,099	2,014	0,000	<b>Significant</b>

**Source: Smart PLS Processing Results (2024)**

### **The Influence of Organizational Justice on Employee Engagement**

The data analysis unequivocally illustrates the substantial influence of organizational justice on employee engagement within the Bireun Regency Regional Secretariat. This study corroborates the findings of prior research (Assefa et al., 2024), (Jaboob et al., 2023), and (Sarnecki et al., 2023), which identified a substantial beneficial effect of organizational justice on employee engagement across diverse industrial sectors. The study's findings (Ito et al., 2023) highlight that variations in organizational justice levels can influence employee engagement over time. Employees are more inclined to engage actively, disseminate information, and cooperate with peers (Xu et al., 2023). Corporate justice facilitates the attainment of corporate objectives by fostering a work environment that encourages individuals to perform at their highest capacity. Employees who perceive equitable treatment have heightened intrinsic incentive to excel (Rauf et al., 2024).

The findings of this study indicate that the Regional Secretariat of Bireun Regency is enacting organizational justice via a career development program by financing additional education for high-performing personnel. The Regional Secretariat of Bireun Regency has regularly implemented this strategy, acknowledging the essential requirement for proficient human resources to fulfill work positions. Organizational justice has profoundly influenced Indonesian government entities. The Indonesian government is enhancing services and elevating personnel competency to ensure that the population receives optimal service. Agency leaders persist in embracing organizational fairness, a value of adaptive work culture, to improve the quality and quantity of work.

### **The Influence of Organizational Support on Employee Engagement**

The data analysis clearly indicates that organizational support substantially affects employee engagement at the Bireun Regency Regional Secretariat. The study's findings indicate that perceived organizational support positively influences employee engagement (Li et al., 2022), (Bonaiuto et al., 2022), and (Kannappan, 2023). Organizational leaders regard organizational support as the basis for delegating greater responsibilities to their subordinates (Klein, 2023). Given also empowers individuals with substantial legitimacy in organizational decision-making (Georgiadou et al., 2024).

This study suggests that the Bireun Regency Government has established an organizational culture that fosters, stimulates, and promotes employee engagement. Robust organizational support enhances employee happiness and well-being while significantly advancing the attainment of strategic objectives and improving public services for the community. Organizational support is crucial in influencing employee engagement at the Bireun Regency Regional Secretariat. Continuous and sustained support from the business may foster an environment in which workers feel engaged, motivated, and able to contribute successfully to the organization's objectives.

### **The Influence of Organizational Justice on Employee Performance**

The data analysis clearly indicates that organizational justice substantially affects employee performance in the Bireun Regency Regional Secretariat. The results of this study correspond with other studies (Hussain & Shahzad, 2022), (Park & Kim, 2023), and (Gogsido et al., 2024), demonstrating a favorable association between organizational justice and employee performance. Moreover, (Rahman & Karim, 2022) highlighted that organizational fairness in work processes is seen crucial for enhancing employee motivation. The presence of procedural fairness can enhance the quality of successful workplace communication (Mahmood et al., 2023). The leader must exhibit a robust dedication to establishing organizational justice as a core value of the workplace culture that all workers are required to uphold (Jaboob et al., 2023).

The study's findings indicate that the existing practice of granting awards and recognition seeks to improve the quality and results of employee performance. This strategy mitigates the likelihood of conflict among employees and between employees and management. This occurs because employees perceive greater trust and appreciation, hence reducing unhappiness that may impact performance. Ultimately, equitable treatment fosters employee engagement in corporate activities and enhances their contributions toward achieving collective objectives.

### **The Influence of Organizational Support on Employee Performance**

The data analysis clearly indicates that organizational support substantially affects employee performance in the Bireun Regency Regional Secretariat. The study's results corroborate earlier studies (Husain et al., 2024)(Xia & Md Johar, 2024)(Stephen, 2023), demonstrating a favorable association between substantial organizational support and employee performance. Employees see organizational assistance as indicative of a greater commitment to attaining corporate objectives (Dogantekin et al., 2022). This dedication inspires employees to exert greater effort and efficiency, hence enhancing employee performance (Aboramadan et al., 2022). Organizational support include the supply of necessary resources for satisfactory work performance, including training, technology, and suitable infrastructure (El-Kassar et al., 2022). With sufficient access to these resources, employees may enhance their skills and knowledge, therefore directly contributing to enhanced performance (Karatepe et al., 2022).

The outcomes of this study suggest that organizational support helps mitigate stress and burnout among employees. Assistance from superiors and the business for emotional support, acknowledgment of accomplishments, and equitable job distribution helps sustain employee mental and physical well-being. Consequently, personnel are better equipped to sustain elevated performance over an extended period. Robust organizational support can enhance employee job satisfaction levels. Employees who perceive appreciation and support from the business generally exhibit higher work satisfaction and overall contentment with the organization. Elevated job happiness is frequently correlated with superior performance, as content personnel are more inclined to demonstrate commitment and ideal contribution.

### **The Influence of Employee Engagement on Employee Performance**

The data analysis unequivocally indicates that employee involvement substantially impacts employee performance at the Bireun Regency Regional Secretariat. The findings of this study align with other research, indicating that job engagement enhances employee performance (Okojie et al., 2024). Engaged employees often exhibit greater diligence, demonstrate initiative, and accomplish tasks with enhanced efficiency (Andrulli & Gerards, 2023). Employees exhibit heightened motivation to attain company objectives and optimize their contributions (Zhao & Yu, 2023). Employees demonstrating emotive, normative, and continuous commitments typically display elevated loyalty to the firm (Alanazi et al., 2023). Employees will be more engaged, actively participating in cooperation and collaboration (Noor et al., 2023). Employees exhibit more receptiveness to communication, idea exchange, and collaborative efforts to attain shared objectives (Rahman & Karim, 2022). Employee engagement fosters innovation and creativity as employees perceive appreciation and support from the

business. Employees exhibit greater audacity in articulating innovative concepts and facilitating corporate advancement (Stirpe et al., 2022).

The outcomes of this study suggest that the Bireuen Regency Regional Secretariat has enhanced participatory practices by attentively considering employee feedback via many communication channels. The Bireuen Regency Regional Secretariat often conducts discussion sessions or forums, allowing staff to provide ideas, feedback, and constructive criticism about policy and program execution. The Bireuen Regency Regional Secretariat promotes bottom-up efforts, engaging staff in both the implementation and creation of policies. We implement these measures to cultivate an inclusive workplace and augment employee involvement in corporate decision-making.

### **The Influence of Organizational Justice on Employee Performance Through Employee Engagement**

The data analysis results indicate that Organizational Justice indirectly influences Employee Performance through Employee Engagement at the Bireun Regency Regional Secretariat. The study's findings align with the results of research (Mahmood et al., 2023)(Tufan et al., 2023)(Rahman & Karim, 2022). Organizational justice, as a component of high-performance work practices, enhances employee engagement, therefore diminishing turnover intentions and augmenting employee performance (Syaifuddin et al., 2023). Procedural and interactional fairness play a crucial role in sustaining engagement and enhancing employee performance. Subsequently, (Mustafa et al., 2023) determined that organizational justice is achieved through management's capacity to treat each employee equitably, fostering a sense of familial belonging among employees engaged in firm operations. Engaged employees are frequently more audacious in initiating actions and fostering innovation. Organizational justice fosters a sense of security for employees, encouraging them to share ideas and engage in the creative process (Hyder et al., 2022). High engagement fosters employee creativity in problem-solving and process enhancement, hence enhancing organizational performance (Rauf et al., 2024). Employee involvement helps mitigate stress and conflict in the workplace. Employees who perceive equitable treatment and engage actively in their job generally have improved interpersonal connections and reduced stress levels (Park & Kim, 2023). A more pleasant work atmosphere enhances performance since employees can concentrate on their jobs without distractions from interpersonal conflicts (Jaboob et al., 2023).

This study indicates that employees at the Bireun Regency Regional Secretariat who are emotionally and cognitively engaged in their work exhibit superior performance. Employees exhibit heightened motivation, proactivity, and dedication to attaining company objectives. Employee engagement enhances work satisfaction and diminishes turnover, so fostering stability and enhancing overall organizational performance. Organizational fairness is a crucial element in enhancing employee engagement. Employees who perceive equitable treatment are more inclined to engage in their task. This engagement, consequently, enhances employee performance. This engagement can cultivate a more favorable work atmosphere, wherein individuals recognize equitable acknowledgment and recompense for their endeavors and accomplishments. Employees that are emotionally and cognitively engaged in their job typically exhibit elevated levels of motivation and dedication. High perceived organizational fairness and employee involvement enhance motivation, thereby improving employee performance.

### **The Influence of Organizational Support on Employee Performance Through Employee Engagement**

The data analysis results indicate that organizational support at the Bireun Regency Regional Secretariat affects employee performance via employee engagement. This result is supported by research (Jeong & Kim, 2022) and (Chernyak-Hai et al., 2024), which indicated that organizational support enhances employee emotional engagement to the organization. Employees who perceive

organizational support typically exhibit increased engagement and enhanced performance. Moreover, (Jun & Lee, 2023) elucidates that the sense of corporate support enhances employee job engagement by bolstering self-efficacy and satisfying psychological contracts. Elevated work engagement subsequently enhances job performance (Rasool et al., 2022).

This study indicates that employees at the Bireun Regency Regional Secretariat who are emotionally and cognitively engaged in their work likely to exhibit superior performance. Employees exhibit heightened motivation, proactivity, and dedication to accomplishing company objectives. Employee engagement enhances work satisfaction and diminishes turnover, so fostering stability and enhancing overall organizational performance. The Bireun Regency Regional Secretariat has created a comprehensive welfare program that demonstrates management's commitment to employee welfare while fostering loyalty and engagement in the pursuit of organizational objectives. Employees who perceive care and support are often more motivated, job-satisfied, and capable of achieving superior performance. The execution of this program functions to alleviate work-related stress, enhance employee retention, and fortify the relationship between management and staff, so positively influencing the entire organizational atmosphere.

## 5. Conclusion

This study extends our understanding of employee performance in the public sector by examining the mediating role of work engagement in the relationships between organizational justice, organizational support, and employee performance in the Regional Secretariat of Bireuen Regency, Indonesia. Our findings reveal that both organizational justice and support significantly enhance work engagement, which in turn positively impacts employee performance. Importantly, work engagement serves as a crucial mediator in these relationships, highlighting its pivotal role in public sector employee management. These results contribute to public sector management literature by empirically validating the importance of work engagement in a developing country context. For practitioners, our study suggests that fostering a fair and supportive work environment can significantly boost employee engagement and performance in public sector organizations. Future research should explore these relationships across different public sector contexts and investigate additional factors that might influence work engagement and performance in developing nations' public sectors.

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