

THE EFFECT OF TRANSFORMATIONAL LEADERSHIP, ORGANIZATIONAL SUPPORT, AND JOB SATISFACTION ON PERFORMANCE THROUGH WORK ENGAGEMENT AS A MEDIATION VARIABLE

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Abstract: Purpose of This study used work engagement as a mediating variable to investigate how transformational leadership, job satisfaction, and organizational support affect performance. This study is unusual in that it uses work engagement as a mediating variable to identify a new concept of organizational support, job satisfaction, and transformational leadership on employee performance. The population in this study were Civil Servants (PNS) in the Riau Islands Provincial Government, totaling 4,828 people. The number of samples was 370 people. The results of the study showed that all indicator items had a loading factor value > 0.7 so that all questionnaire statement items were declared valid. In the validity test, the Average Variance Extracted (AVE) value ≥ 0.5 means that the construct is said to be valid. Then in the reliability test, the value of Cronbach's Alpha > 0.7 so that the data is said to be reliable. The coefficient of determination (R^2) value of the Performance variable has a contribution of 0.448 (44.8%) and Work Engagement 0.572 (57.2%). The conclusion of this study will contribute by observing and feedback, assistance, and ideas to decision makers regarding how transformational leadership, organisational support, job satisfaction, and employee work engagement will affect employee performance.

Keywords: Job Satisfaction, Organizational Support, Performance, Transformational Support

INTRODUCTION

Civil servants (PNS), like those in private companies, are also required to improve their performance continually. PNS play a strategic role as public servants, requiring them to be professional, adaptive, and accountable. Therefore, improving PNS performance is crucial for organizational success, improving service quality, and developing their careers.

Government organizations need sound employee performance management. Performance management is not only a tool for evaluating performance but also plays a strategic role in creating an effective organization and competent employees. By optimally managing performance, an organization can achieve

its goals while simultaneously creating a healthy and productive work environment.

The management of civil servant performance is governed by the Regulation of the Minister of Administrative and Bureaucratic Reform (PERMEN PANRB) Number 6 of 2022. This regulation outlines the various duties, responsibilities, and functions of civil servants. Performance assessments for these employees start with the establishment of Employee Performance Targets (SKP), which must be fulfilled annually and evaluated by their immediate supervisors. To implement performance measurement for civil servants at the regional level, the Governor of the Riau Islands Province (Kepri) issued Governor Regulation Number 48 of 2023. However, the SKP assessments conducted by the Kepri

Provincial Government reveal that civil servant performance remains below expectations. This conclusion is based on data from the 2024 Civil Servant Performance Data Recapitulation, provided by the Civil Servant Performance Assessment and Evaluation Division, as well as the 2024 Kepri Province ASN Professionalism Index, which includes performance and discipline as key components.

Achieving government goals through performance management is a crucial role of a leader. Leaders ensure employees have the skills and credentials needed to navigate changes in a dynamic, complex, and competitive work environment. Therefore, a leader with a transformational leadership style is seen as capable of guiding and supervising employee work activities. Employees in a corporate organization require organizational support beyond just a leader (Setyawan & Nelson, 2021). Organizational support can take the form of career development and participation in various work-related activities that align with their skills and credentials. Organizational support positively impacts employee engagement. Employee engagement motivates employees to remain with the organization. Furthermore, strong employee engagement improves performance (Wang, 2024).

Extensive research has been conducted on employee performance, yet much of it is concentrated in the realm of for-profit organizations. Meanwhile, public organizations, which do not aim for profit, are nonetheless dedicated to delivering outstanding public services and improving the welfare of the community.

This study seeks to uncover the key factors that drive civil servant performance, focusing particularly on the

influence of leadership style. It is crucial to recognize that employees thrive under leaders who adopt flexible and adaptive approaches. Moreover, without sufficient support for professional development, employees may feel disheartened and less inclined to actively participate in organizational initiatives. By acknowledging these dynamics, we can enhance the effectiveness of public organizations and better serve the communities they aim to support.

LITERATURE REVIEW

JD-R Model

This research adopts JD-R model posits that work environments can be characterised by two broad categories of job characteristics: job demands (aspects requiring sustained effort and thus entailing costs) and job resources (aspects that help achieve work goals, reduce demands, or stimulate growth). Hence the variables in this research are consisting organisational support, job satisfaction, transformational leadership can be viewed as resources (or mechanisms to increase resources) that foster work engagement, which in turn enhances performance.

Transformational Leadership

Through transforming their self-confidence and drive to perform above expectations, transformational leadership educates staff members to think beyond their own self-interest.

For businesses getting ready for significant changes, transformational leadership is essential since it allows their surroundings to adjust to constructive or flexible change through efficient procedures (Jiatong et al., 2022).

The technique of accomplishing common objectives by combining followers'

and leaders' motivations to bring about the desired change is known as transformational leadership (Gomar Sinaga et al., 2018). There are four signs of transformational leadership (Lee et al., 2023): (1) Inspirational Motivation, (2) Individual Consideration, (3) Intellectual Stimulation, and (4) Idealistic Influence.

Organizational Support

According to (Zhou et al., 2023), organizational support is the regard and care that workers receive from their company or organization. The growth of an organization's trust in its workforce is known as organizational support. Employees will feel obligated to assist their company in achieving its objectives if they believe that the company values their contributions and well-being (Kao et al., 2023).

The level of organizational support shows how much staff members feel their organization values, appreciates, and supports them. Research shows that by lowering burnout and raising job satisfaction, perceived support plays a critical role in fostering employee well-being (Wang, 2024). (Park & Kim, 2024) state that the following are signs of organizational support: (1) Fair Organizational Policies; (2) Colleague Support; and (3) Leadership Support.

Work Satisfaction

Job satisfaction is the degree of contentment a somebody has with their profession and environment. This covers a number of topics, including as work-life balance, compensation, career possibilities, and interactions with leaders and coworkers (Riyadi, 2019a).

While low job happiness can result in high absenteeism, turnover rates, and subpar performance, high job satisfaction

can boost productivity, loyalty, and retention. Organizations can enhance employee job satisfaction, boost overall performance, and achieve long-term success by addressing and managing these aspects (Usman et al., 2019). (Nguyen & Ha, 2023), include the following as measures of job satisfaction: (1) job factors; (2) promotion; and (3) supervision.

Work Engagement

Work Engagement is a sentimental connection to their company and employment. They are driven and capable of giving it their all to help the corporation and the individual achieve a number of noteworthy advantages (Meswantri & Awaludin, 2018). "A psychological state at work with three characteristics: emotional, cognitive, and behavioral strengths" is how (Jiatong et al., 2022a) define employee engagement.

Because it has been demonstrated to be a powerful predictor of a number of organizational, behavioral, and attitude outcomes, work engagement has become a fascinating concept. "A positive, satisfying, and work-related state of mind characterized by enthusiasm, dedication, and absorption" is a common definition of engagement (Landells & Albrecht, 2019).

(Ly, 2024), identifies three markers of labor engagement: (1) absorption, (2) devotion, and (3) passion.

Performance

In an organizational setting, performance describes how a person or group completes duties and meets predetermined objectives. High productivity, high-quality work, and the capacity to reach or beyond predetermined goals are generally indicative of successful performance (Roni & Moein, 2018).

Organizations can increase performance and guarantee long-term

success by focusing on and managing performance-influencing elements and putting the right measures into place to enhance them (Lee et al., 2023). According to (Maria, 2019), performance is the result of completing a work and is assessed based on predefined standards, including correctness, completeness, cost effectiveness, and completion speed. Performance indicators include (1) quality, (2) quantity, (3) effectiveness, (4) supervision, and (5) interpersonal relationships (Lee et al., 2022).

The Effect of Transformational Leadership on Work Engagement

A number of earlier research have demonstrated a substantial correlation between employee engagement at work and transformative leadership style. Employee passion, dedication, and excitement are encouraged by transformational leaders. Transformational leaders have a tendency to boost staff engagement, commitment, and morale, all of which enhance organizational success.

Leaders who use a transformational approach are thought to be able to promote higher employee engagement, according to a study by (Guglielmi et al., 2016). Transformational leadership has a major impact on workplace employee engagement, according to another study. Employee engagement, which is characterized as a person's mental, emotional, and behavioral state at work that is concentrated on accomplishing corporate goals, is increased by transformational leaders.

Transformational leaders can support their subordinates' attempts to accomplish difficult visions and goals and encourage them to have positive attitudes and

behaviors toward their work (Jiatong et al., 2022).

H₁: Transformational leadership has an effect on work engagement

The Effect of Organizational Support on Work Engagement

According to the analysis's findings, police officers' degree of work involvement rose as institutional support rose (Piotrowski et al., 2021). Additionally, (Zhou et al., 2023) found a positive correlation between innovative activity and work engagement and organizational support.

H₂: Organizational support has an effect on work engagement

The Effect of Job satisfaction on Work Engagement

Work engagement and job happiness are positively connected. The significance threshold for job satisfaction is 0.002, and the t-coefficient is 3.202. Accordingly, workers that are happier in their positions will be more involved in their work (Guglielmi et al., 2016).

H₃: Job Satisfaction has an effect on Work Engagement

The Effect of Transformational Leadership on Performance

Employee performance has been demonstrated to be positively and significantly impacted by transformational leadership; hence, the more successful the leadership style, the more likely it is to enhance employee performance (Setyawan et al., 2024) Employees under transformational leadership will be more content at work, which eventually leads to higher production (Meiryani et al., 2022)claim (Nohe & Hertel, 2017).

H₄: Transformational Leadership has an effect on Performance

The effect of Organizational Support on Performance

According to the study's findings, job performance and perceived organizational support are mediated by workplace equality. According to this study, job performance is influenced by organizational support (Tian et al., 2023). Task performance was favorably correlated with organizational support, according to further correlation analysis. This positive association suggests that when a business values its employees' contributions and cares about their well-being, they may reciprocate by performing better.

H₅: Organizational Support has an effect on Performance

The effect of Job Satisfaction on Performance

For the score, $P = 0.036 < 0.05$ is used. interpreting a strong and favorable correlation between worker performance and job satisfaction. There is no doubt that job satisfaction of 0.253 can be impacted by employee performance. This suggests that contented employees will do better at work. According to this assertion, contented workers frequently exhibit superior performance at work (Riyadi, 2019).

H₆: Job Satisfaction has an effect on Performance

The effect of Work Engagement on Performance

A psychological state at work with three characteristics: emotional, cognitive, and behavioral strengths" is how many researchers define employee engagement (Landells & Albrecht, 2019). According to earlier research, job performance is positively impacted by employee engagement (Jiao et al., 2022). Employee performance is the final outcome of

engaged individuals' high levels of engagement with their job assignments and subordinates (Jiatong et al., 2022).

H₇: Work Engagement berpengaruh has an effect on Performance

The effect of Transformational Leadership on Performance through Work Engagement

According to earlier studies, employee engagement and transformative leadership are impacted by motivational processes such instrumental motivation (Landells & Albrecht, 2019). Employee engagement is a component of the relationship between turnover intentions and transformative leadership. According to some, a significant determinant of the relationship between transformative leadership and job success is employee engagement (Jiatong et al., 2022).

H₈: Work Engagement mediates the Relationship between Transformational Leadership and Performance

The effect of Organizational Support on Performance through Work Engagement

The association between teacher workload and reported well-being is mediated by job engagement. It is proposed that teacher workload, when regarded as a job demand, influences job engagement as a resource that can mitigate the negative impacts of this demand. Job involvement has been shown to play a mediating function between job demands and well-being in a variety of work situations. As a result, we suggest that one important component of this interaction is that job engagement regulates the link between teacher workload and well-being (Wang, 2024).

It has been demonstrated that employee job engagement completely mediates the relationship between perceived organizational support and employee performance. Accordingly, workers are more

engaged and produce better work when they believe that the company is behind them (Rusmita et al., 2022).

H₉: Work Engagement mediates the relationship between Organizational Support and Performance

The effect of Job Satisfaction on Performance through Work Engagement

The Job Demands-Resources Model (JD-R) states that job happiness is a result of the motivational process, which involves the mediating function of job engagement and the impact of job resources on favorable outcomes like job performance, employee health, and job satisfaction. A favorable and pleasurable mental state associated with work, job engagement is defined by zeal, dedication, and total focus on the task at hand. Even while there is much empirical support for the mediating function of engagement, the majority of research is cross-sectional, and there is also a dearth of empirical study on the effects of engagement. Empirical studies, both cross-sectional and longitudinal, have revealed moderate correlations between the various dimensions in relation to the relationship between job engagement and job satisfaction (Guglielmi et al., 2016).

According to other research findings, employee engagement and satisfaction are significantly positively impacted by work satisfaction. As a result, a key factor in encouraging engagement between workers and their company is job satisfaction. Employees that are engaged might be more innovative and come up with fresh answers to difficulties they encounter on a daily basis. Employee performance will increase as a result (Riyanto et al., 2021). The relationship between job satisfaction elements and employee performance can be influenced by employee involvement and

inventiveness (Syahmirza & Prawitowati, 2022).

H₁₀: Work Engagement mediates the relationship between Job Satisfaction and Performance

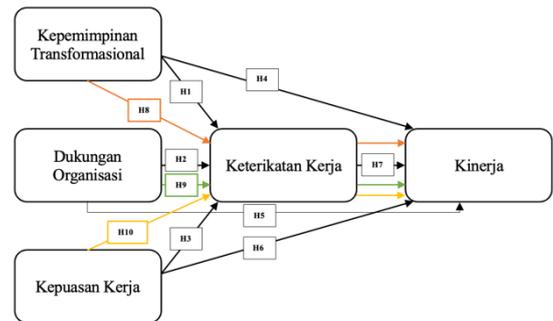


Figure 1. Framework

Source: Author

RESEARCH METHODS

The purpose of this quantitative study is to elucidate the relationship between the independent variable (X) and the dependent variable (Y). The 4,828 civil servants of the Riau Islands Provincial Government make up the population of this study, which focuses on government agencies across the province. Every element of the population has an equal chance of being sampled under this study's probability sampling technique. The Slovin Formula is one such sampling method (Mohammed et al., 2022).

$$n = \frac{N}{1 + N(e)^2}$$

Information

- N : Number of Respondents
- N : Population Size
- E : Error (e=5%)

$$n = \frac{4.828}{1 + 4.828(0.05)^2} = 369,39556$$

In order to meet the necessary sample size, the 369.39556 persons that were determined using the Slovin Formula above were rounded up to 370. This study utilized primary and secondary data, including observations, interviews, questionnaires, and survey results. The research model employed SEM (Structural Equation Model) analysis operated with Smart PLS Version 3. The questionnaire instrument was measured using a five-point Likert scale, consisting of: Strongly Agree (score 5), Agree (score 4), Undecided (score 3), Disagree (score 2), and Strongly Disagree (score 1).

RESULTS AND DISCUSSION

Respondent Demographic Data

The State Civil Apparatus (ASN) of the Riau Islands Provincial Government was the sample of 370 respondents from which this study gathered data. Of the respondents, 197 were women (54%), and 173 were males (46%). There were 29 individuals aged 17–27 (6%), 235 individuals aged 28–43 (63%), 104 individuals aged 44–59 (30%), and 1 individual aged 60–78 (1%). Twelve individuals (3%), 21 individuals (6%), 253 individuals (68%), 80 individuals (22%), and four individuals (1%), obtained their most recent education at the high school level. With an average tenure of 1–5 years, 41 individuals (11%), 6–10 years, 92 individuals (25%), 11–15 years, 111 individuals (30%), and >15 years, 126 individuals (34%). This is specifically shown in Table 1 below.

Table 1. Respondent Demographic Data

Individual Characteristic	Category	Total	Percentage
Gender	Male	173	46%
	Female	197	54%
Age	17-27	29	6%
	28-43	235	63%
	44-59	104	30%
	60-78	2	1%
Last education	SLTA	12	3%
	D-III	21	6%
	D-IV/S-1	253	68%
	S-2	80	22%
	S-3	4	1%
Years of service	1-5 years	41	11%
	6-10 years	92	25%
	11-15 years	111	30%
	>15 years	126	34%

Source: Primary Data, 2024

Validity Test

A construct is deemed legitimate if its Average Variance Extracted (AVE) value is ≥ 0.5 , which is what is meant by construct validity (Chanie et al., 2023). All indicator items satisfied this requirement based on the study's test results, and as a result, were deemed legitimate, as indicated in Table 2 below.

Table 2. AVE Test Results

	Average Variance Extracted (AVE)	Information
Job Satisfaction	0,522	Valid
Organizational Support	0,645	Valid
Performance	0,575	Valid
Transformational Leadership	0,627	Valid
Work Engagement	0,569	Valid

Source: Primary Data, 2024

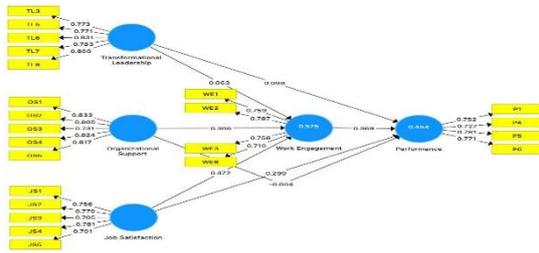


Figure 2. PLS Algorithm Test Results

Source: Primary Data, 2024

Loading Factor Value (Outer Loading)

Each item in the questionnaire is deemed legitimate since, according to the research findings displayed in Figure 2, all indicator items have loading factor scores more than 0.7 (Njaramba, 2024).

Reliability Test

Reliability is then assessed using Cronbach's Alpha following validity testing. If this number is more than 0.7, the data is deemed dependable. The test's findings are shown in Table 3 below.

Table 3 Cronbach's Alpha Test Results

	Cronbach's Alpha	Composite Reliability	Information
Job Satisfaction	0,847	0,860	Reliabel
Organizational Support	0,913	0,900	Reliabel
Performance	0,876	0,844	Reliabel
Transformational Leadership	0,905	0,894	Reliabel
Work Engagement	0,854	0,841	Reliabel

Source: Primary Data, 2024

Coefficient of Determination Test (R²)

The study's ability to explain variance in the dependent variable is demonstrated by its high coefficient of determination (R²) score. Work Engagement contributes 0.572 (57.2%)

and Performance contributes 0.448 (44.8%). Table 4 below illustrates this.

Table 4. Coefficient of Determination

	R Square	R Square Adjusted
Performance	0,454	0,448
Work Engagement	0,575	0,572

Source: Primary Data, 2024

Direct Effect Hypothesis Test (Direct Effect)

Most t-values were greater than 1.96 and the P-value was less than 0.05, according to the results of a two-tailed t-test conducted with the bootstrap technique (Din et al., 2024). This result suggests that the data was highly significant, surpassing the predetermined cutoff. However, because the measured value was below the threshold, three hypothesis in this investigation did not demonstrate a significant effect. Table 5 below provides specifics of these findings.

Table 5. Hypothesis Testing

	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Job Satisfaction -> Performance	0,299	0,078	3,853	0,000
Job Satisfaction -> Work Engagement	0,472	0,058	8,092	0,000
Organizational Support -> Performance	-0,004	0,087	0,044	0,965
Organizational Support -> Work Engagement	0,306	0,074	4,116	0,000
Transformational Leadership -> Performance	0,098	0,066	1,478	0,140

Transformational Leadership -> Work Engagement	0,063	0,060	1,051	0,294
Work Engagement -> Performance	0,369	0,081	4,559	0,000

Source: Primary Data, 2024

Job Satisfaction has an effect on Performance

Performance has been demonstrated to be strongly impacted by job satisfaction. A P-score of 0.000 and a T-statistic of 3.853 corroborate this. To put it another way, the Riau Islands Provincial Government's civil servants' job happiness can boost output. This result is in line with earlier research (Riyadi, 2019)

Job Satisfaction has an effect on Work Engagement

The P-Value of 0.000 and the T-Statistic of 8.092 demonstrate that the job satisfaction variable significantly affects work engagement. This suggests that the level of work engagement among civil servants in the provincial government of the Riau Islands might be raised by their job satisfaction. This conclusion is consistent with earlier studies' findings (Guglielmi et al., 2016).

Organizational Support has an effect on Performance

Performance was not considerably impacted by the organizational support variable. The T-Statistic of 0.044 and the P-Value of 0.965, both of which fall below the predetermined significance level, make this clear. Stated differently, the Riau Islands Provincial Government's civil servants are seen as performing well even in the absence of organizational assistance. In other words, although civil servants

under the Riau Islands Provincial Government receive support from organizations like work facilities, training, or even attention from their superiors, this support cannot improve their performance because performance mostly depends on compliance with rules and procedures. Selain itu, civil servants already have a strong intrinsic motivation and have a strong interest in public service. This result is consistent with studies (Chu et al., 2023).

Organizational Support has an effect on Work Engagement

Employee engagement levels at work have been demonstrated to be greatly impacted by organizational support. A T-Statistic of 4.116 and a P-Value of 0.000 serve as evidence for this. Put another way, higher levels of work engagement among civil workers in the Riau Islands Provincial Government may be influenced by their perception of organizational support. This result is consistent with earlier studies (Zhou et al., 2023).

Transformational Leadership has an effect on Performance

Performance was not considerably impacted by transformational leadership. The t-statistic of 1.478 and the p-value of 0.140, which fell short of the predefined significance level, make this clear. This suggests that despite the transformative leadership style of their superiors, civil officials in the Riau Islands Provincial Government have performed well. In government organizations, transformational leadership, which prioritizes vision, mission, and creativity, frequently conforms to rules, standard operating procedures (SOPs), and established hierarchies. In the end, this limits the capacity for innovation among federal personnel. Employees also disregard leadership changes and concentrate more on

fulfilling administrative performance evaluation criteria. These outcomes align with earlier research (Meiryani et al., 2022).

Transformational Leadership has an effect on Work Engagement

Work engagement was not considerably impacted by transformational leadership. A T-statistic of 1.051 and a P-value of 0.294, which fell short of the designated significance level, demonstrate this. Stated differently, the work engagement of civil servants in the provincial government of the Riau Islands has evolved apart from the leadership style used by their superiors. This result is consistent with previous studies (Jiatong et al., 2022).

Work Engagement has an effect on Performance

Performance has been demonstrated to be significantly impacted by job engagement. The T-Statistic of 4.559 and the P-Value of 0.000 make this clear. Therefore, civil servants in the Riau Islands Provincial Government may perform better as a result of increased job engagement. This result is consistent with previous studies (Jiatong et al., 2022).

Indirect Effect Hypothesis Test (Indirect Effect)

The T-Statistic value is over 1.64, with a P-Value of less than 0.05, according to the findings of the one-sided t-test conducted using the bootstrap method (Hair et al., 2017). The comparison of the T-statistics value, the T-table value, and the P-value at a 95% confidence level (alpha 5%) reveals the indirect impact. The indirect effect is shown in Table 6 below, which is based on the Specific Indirect

Effects table's Smart PLS data processing results.

Table 6. Specific Indirect Effects

	T Statistics (O/STDEV)	P Values
Transformational Leadership -> Work Engagement -> Performance	0,988	0,324
Organizational Support -> Work Engagement -> Performance	3,055	0,002
Job Satisfaction -> Work Engagement -> Performance	3,836	0,000

Source: Primary Data, 2024

Work Engagement mediates the effect between Transformational Leadership on Performance

The relationship between transformational leadership and performance is not mediated by work engagement. The P-value of 0.324 (P-value <0.05) and the T-statistics value of 0.988 (T-statistics ≥ 1.64), respectively, demonstrate this. The current threshold value is not met by either of these values. This indicates that the impact of transformational leadership on civil servant performance in the provincial government of the Riau Islands is not enhanced by work engagement. This is due to the fact that Civil Servant Performance does not require a strong relationship to other factors in order to be at an ideal level and in compliance with existing standards.

Work Engagement mediates the effect between Organizational Support on Performance

The relationship between performance and organizational support is mediated by work engagement. A T-statistic of 3.055 (T-statistic ≥ 1.64) and a P-value of 0.002 (P-value < 0.05) support this. Therefore, by

enhancing the performance of civil servants in the Riau Islands Provincial Government, work engagement can increase the impact of organizational support.

Work Engagement mediates the effect between Job Satisfaction on Performance

The relationship between job satisfaction and performance is mediated by work engagement. The interpreted T-statistics of 3.836 (T-statistics ≥ 1.64) and P-value of 0.000 (P-value < 0.05) also reflect this. As a result, work engagement can enhance the impact of job satisfaction on raising civil servants' performance in the provincial government of the Riau Islands.

CONCLUSION AND SUGGESTIONS

The analysis's findings indicate that while transformational leadership plays a meaningful role in accomplishing the organization's vision and mission, it has no discernible impact on worker performance. However, it also has little effect on worker engagement. Furthermore, the impact of Transformational Leadership on Work Engagement is not yet readily apparent because its implementation is inconsistent or less in line with employee characteristics, which makes it impossible for Work Engagement to mediate Transformational Leadership on Performance. In order to enhance employee performance and engagement overall, firms must take into account other factors.

The majority of earlier JD-R research has been on profit-driven, private industries. This study expands the JD-R framework's applicability to Indonesian civil servants, whose employment demands are determined more by

regulations and bureaucracy than by the market. It emphasizes how work resources, such as organizational support, transformational leadership, and job happiness, impact performance and work engagement in a non-profit setting.

Performance is greatly impacted by job satisfaction, and job engagement is also greatly impacted. Accordingly, workers who are happy in their positions are more likely to be dedicated to meeting performance goals. Additionally, those who are highly satisfied with their jobs tend to be more committed to completing their daily responsibilities.

Enhancing organizational support systems including transparent promotion procedures, open lines of communication, and professional development opportunities can boost civil servant engagement. Engagement in public organizations is strongly influenced by perceived fairness and supervisor support.

Notwithstanding its beneficial effects on the research participants, this study's shortcomings should still be taken into account for subsequent investigations. Only staff performance in the Riau Islands Provincial Government was the subject of the data in this study. Furthermore, qualitative elements that would have offered more in-depth insights were not fully captured because this study took a quantitative approach.

It is advised that future studies use a bigger sample size in order to broaden the scope of data gathering in light of these limitations. To obtain a more thorough understanding, it is also advised to use blended methodologies, which combine quantitative and qualitative approaches.

This investigation revealed a number of significant ramifications. In practice, the findings can be applied to increase the efficacy of programs and policies. This study

adds to the body of knowledge on the performance of civil servants in the provincial government of the Riau Islands.

The Riau Islands Provincial Government's public officials are the sole subject of the study. To improve generalizability, future research could broaden to include more provincial or national level agencies or compare the public and private sectors. Future studies could include moderating variables such as organizational culture, job autonomy, digital readiness, or psychological safety to explore when and why leadership or support more strongly affect engagement and performance.

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