

# THE ROLE OF ORGANIZATIONAL SUPPORT IN ENHANCING EMPLOYEE WORK ENGAGEMENT AT THE MINISTRY OF PRIMARY AND SECONDARY EDUCATION: A SYSTEMATIC REVIEW AND MINI SURVEY

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## Abstract

Work engagement serves as a critical driver of organizational success at the Ministry of Primary and Secondary Education (Kemendikdasmen), with organizational support identified as its key antecedent. This study adopts a dual approach combining a Systematic Literature Review (SLR) and a mini survey to explore the role of organizational support in enhancing employee work engagement. The SLR synthesizes empirical findings (2020–2025) following the PRISMA protocol, analyzing articles indexed in Scopus, Web of Science, and Google Scholar. The results consistently demonstrate a significant positive correlation between organizational support, particularly perceived organizational support (POS), supervisor support and employee work engagement across educational institutions. Psychological mediators such as psychological capital, empowerment, and job satisfaction were found to strengthen this relationship, aligning with the Social Exchange Theory and the Job Demands–Resources (JD-R) model. Complementing the review, a mini survey involving 100 civil servants at Kemendikdasmen revealed a strong positive correlation between POS and WE ( $r = 0.62$ ,  $p < 0.01$ ), confirming the theoretical framework empirically. The study concludes that strategic investment in supportive work environments and responsive leadership is essential for optimizing engagement among public employees in education. These findings provide practical insights for human resource development strategies tailored to the context of Kemendikdasmen

**Keyword:** organizational support; work engagement; systematic review; educational institutions; employee engagement; Kemendikdasmen

## 1. Introduction

Within Indonesia's public bureaucracy, where continuous transformation is pursued to improve public services, the Ministry of Primary and Secondary Education (Kemendikdasmen) aligns its priority programs with the national Asta Cita agenda. Transformation brings multiple policy and work-system changes that inevitably affect civil servants (ASN). In this context, maintaining high levels of work engagement, together with creativity, enjoyment of work, adaptability, and agility in responding to organizational change is crucial. Employees with strong work engagement tend to perform better; in the public sector, this translates into higher quality public service.

Employees who exhibit high work engagement demonstrate energy, dedication, and absorption in carrying out their duties. Work engagement is strengthened when employees perceive robust organizational support. Perceived Organizational Support (POS) explains the degree to which employees feel that the organization values their contributions and cares about their well-being (Eisenberger et al., 1986). Rooted in Social Exchange Theory (Blau, 1964), this perspective posits that when employees feel supported, they reciprocate with higher commitment and engagement. Within the Job Demands–Resources (JD-R) model (Bakker &

Demerouti, 2023), POS is conceptualized as a core job resource that enhances intrinsic motivation and reduces work stress.

Empirical findings further support this logic. Caesens and Stinglhamber (2014) show that POS exerts a strong direct effect on work engagement through increases in self-efficacy and affective commitment. Consistent patterns are reported by Musenze et al. (2020), who identify self-efficacy as an explanatory mechanism linking POS with engagement in East African public institutions. In empowering leadership contexts, Kooli and Al-Muhairi (2024) find that organizational support mediates the relationship between servant leadership and engagement, underscoring the importance of supportive leadership in building trust and motivation. Pimenta et al. (2024) add that socially responsible HRM practices can bolster engagement via heightened perceptions of support and affective commitment. Meanwhile, Li and Wang (2023) confirm that POS and job resources contribute positively to engagement, with emotional exhaustion moderating the linkage.

A mini survey conducted by the authors with 100 Kemendikdasmen civil servants supports these findings. The perceived organizational support mean score was high ( $M = 4.12$ ), as was the employees' work engagement ( $M = 4.05$ ). Pearson's correlation indicates a strong positive association between POS and WE ( $r = 0.62$ ;  $p < 0.01$ ), implying that higher perceived support corresponds to higher vigor, dedication, and absorption. These empirical results highlight organizational support as a key driver of ASN performance and affirm the relevance of Social Exchange and JD-R theories in Indonesia's educational bureaucracy. The foregoing strengthens the urgency to examine how organizational support can be optimized to increase employee engagement at the Ministry of Primary and Secondary Education.

Overall, the research findings reaffirm that organizational support not only influences work engagement directly but also operates through psychological mechanisms such as self-efficacy, psychological empowerment, and emotional well-being. In the context of Indonesia's educational bureaucracy, this implies that the Ministry of Primary and Secondary Education's (Kemendikdasmen) efforts to establish a supportive, empathetic, and participatory work environment will have a direct impact on enhancing employees' enthusiasm, dedication, and performance all of which are oriented toward the quality of public service delivery.

Furthermore, the results of this mini survey are consistent with previous research conducted in the Indonesian context by Djatmiko et.al. (2020), which emphasizes that organizational support acts as a significant mediator between effective human resource management practices and employee work engagement. Their study found that the more comprehensive the organizational support system including recognition of performance, two-way communication, and career development opportunities the higher the employees' level of engagement. These findings strengthen empirical evidence that the perception of organizational support is one of the main drivers of work engagement, not only in the private sector but also in government institutions characterized by complex bureaucratic structures, such as Kemendikdasmen.

These results underscore the urgency of this research to further examine how organizational support can be optimized to enhance employee engagement within the Ministry of Primary and Secondary Education.

## **2. Literature Review**

### **2.1 Organizational Support**

Across organizational contexts, Perceived Organizational Support (POS) shows a strong and consistent relationship with work engagement. Organizational support provides security, recognition, and fairness that foster commitment and full involvement in work. Within the JD-R model, POS functions as a motivational process that strengthens engagement and reduces emotional exhaustion (Bakker & Demerouti, 2023). Caesens and Stinglhamber (2014) demonstrate that POS increases self-efficacy and ultimately elevates engagement. Musenze et al. (2020) and Jankelová et al. (2021) show that organizational support positively affects engagement with psychological empowerment as a mediator. Park and Kim (2024) and Pimenta et al. (2024) further reveal that POS is closely associated with discretionary behavior and motivation emerging from engagement.

In Indonesia's public institutions, Djatmiko et al. (2020) emphasize that POS links HRM policies to employee engagement. Li and Wang (2023) and Yu et al. (2024) find that psychological factors such as empowerment, trust, and job satisfaction strengthen POS effects on engagement. Ergun et al. (2025) also highlight that POS not only increases engagement but encourages innovative work behavior as a manifestation of high engagement.

From a cross-cultural viewpoint, Tan et al. (2024) argue that engagement is influenced by perceptions of justice and supportive cultures that enable work–life balance. Li and Wang (2023) stress that engagement acts as a psychological mechanism balancing job demands and personal resources, preventing burnout. Park and Kim (2024) show that engagement contributes significantly to organizational citizenship behavior (OCB), reflecting positive social involvement at work.

Synthesizing these studies, work engagement is a positive psychological condition marked by energy, dedication, and full involvement that emerges when job demands and organizational resources are balanced. Engagement serves as a key motivational conduit linking organizational support to employee outcomes. Across the twenty articles reviewed, engagement not only enhances performance and loyalty but also strengthens innovation, meaningfulness, and commitment to organizational goals. For ASN within Kemendikdasmen, engagement is foundational to improving public service quality and advancing values-based bureaucratic reform.

### **2.2 Work Engagement**

Work engagement is a positive psychological state reflecting one's attachment, enthusiasm, and focus at work. According to Schaufeli and Bakker (2004), engagement comprises three dimensions: vigor (energy and resilience), dedication (enthusiasm and pride), and absorption (full immersion in activities). In the JD-R model, engagement results from a balance between job demands and job resources supplied by the organization (Bakker & Demerouti, 2023). When organizational resources especially social support, role clarity, and feedback are adequate, engagement rises because employees perceive value, meaning, and fairness in their work.

Within the JD-R framework (Bakker & Demerouti, 2023), engagement emerges when job resources including organizational support, autonomy, feedback, and development

opportunities counterbalance job demand. Engagement is not merely an outcome of supportive conditions but also a driver of performance, innovation, and well-being (Bakker, 2017).

### 2.3 The Relationship between Perceived Organizational Support dan Work Engagement

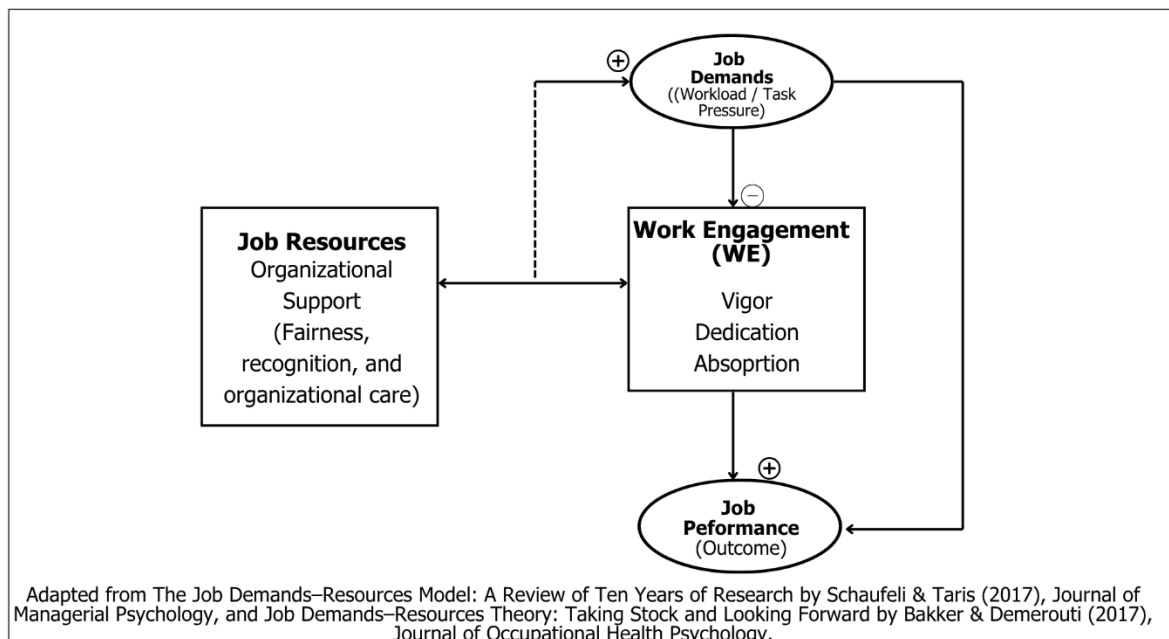
Multiple studies consistently report a strong POS–WE linkage. Organizational support provides safety, recognition, and justice that foster commitment and deep involvement. Within the JD-R model, POS fuels the motivational process that strengthens engagement while lowering emotional exhaustion (Bakker & Demerouti, 2023). Caesens and Stinglhamber (2014) show that POS boosts self-efficacy leading to higher engagement; Musenze et al. (2020) and Jankelová et al. (2021) find positive effects with psychological empowerment as mediator; Park and Kim (2024) and Pimenta et al. (2024) corroborate with evidence on OCB and motivation.

A synthesis of twenty articles indicates organizational support as one of the most consistent antecedents of engagement across cultures and sectors. Employees who feel valued and supported exhibit greater enthusiasm, dedication, and loyalty. In Kemendikdasmen, these findings justify managerial practices that build cultures of support, appreciation, and active participation as core strategies to raise engagement among civil servants.

The Organizational Support and Work Engagement linkage can be conceptualized within the JD-R model introduced by Bakker & Demerouti (2017).

**Figur 1. Job Demands–Resources (JD-R) Model**

*Adapted for the Relationship between Organizational Support and Work Engagemen*



### 3. Material and Method

This section outlines the research design, sample, instruments, procedures, and data-analysis techniques. The aim is to provide methodological clarity and enable replication. The study integrates a Systematic Literature Review (SLR) with a mini survey to examine the Organizational Support Work Engagement relationship among civil servants at Kemendikdasmen.

### 3.1 Study Design

This study employs a Systematic Literature Review (SLR) approach combined with a mini survey to examine the role of Organizational Support (OS) in enhancing Work Engagement (WE) among employees within the Ministry of Primary and Secondary Education (Kemendikdasmen). The SLR approach was used to analyze and synthesize relevant previous research findings, while the mini survey was conducted to validate the theoretical insights within the empirical context of Indonesian civil servants (*Aparatur Sipil Negara*).

The research design is descriptive–explanatory, referring to the framework of the Job Demands–Resources (JD-R) Theory (Bakker & Demerouti, 2017; Schaufeli & Taris, 2017), in which organizational support is positioned as a job resource that strengthens employees motivational processes, thereby enhancing work engagement and overall organizational performance.

### 3.2 Data Analysis

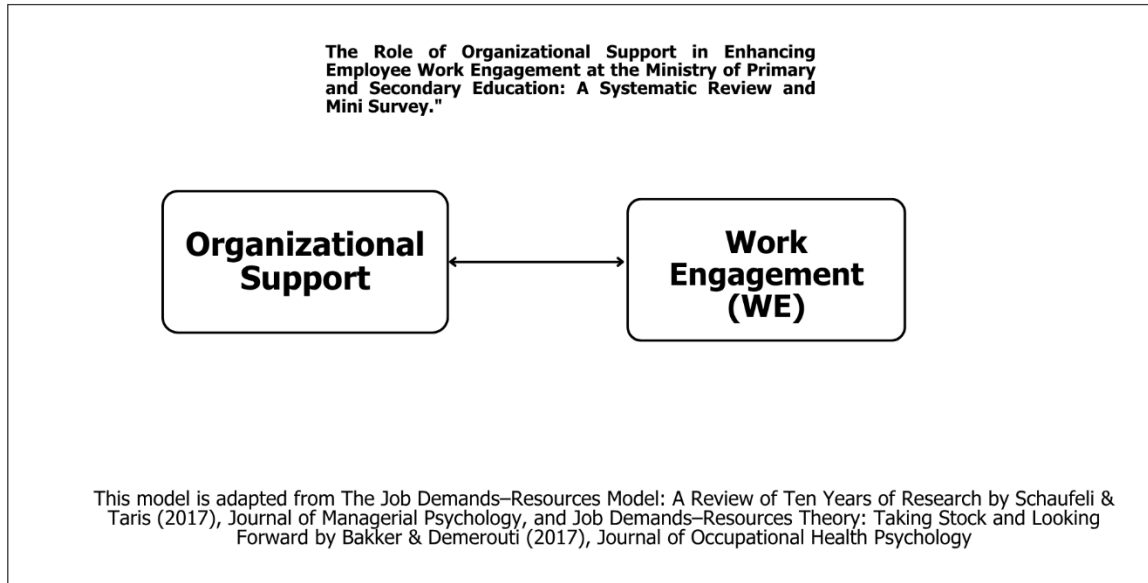
Analyses proceeded in two stages:

- 1) **Systematic Literature Review.** Following PRISMA guidelines, we screened articles from Scopus and Web of Science (2020–2025). The process included identification, screening, eligibility assessment, and synthesis. Twenty most-relevant articles were selected from an initial pool of eighty based on topical fit, method, and findings. A thematic–conceptual analysis identified POS–WE pattern within the JD-R framework.
- 2) **Mini Survey (100 Respondents).** The survey sampled 100 ASN across BPMP, BGTK, and Balai Bahasa units of Kemendikdasmen.

Instruments. Perceived Organizational Support Scale (Eisenberger et al., 1986; 6 items) and Utrecht Work Engagement Scale (UWES-6; Schaufeli & Bakker, 2004). Responses used a 1–5 Likert scale (1 = strongly disagree, 5 = strongly agree).

Statistical Analysis. Descriptive statistics (mean, standard deviation, minimum, maximum, and categorical interpretation by item); reliability via Cronbach’s alpha (CA) and composite reliability (CR) with 0.70 thresholds; and Pearson correlation to estimate the POS–WE relationship.

**Figur 2.** The Research Framework on the Relationship between Perceived Organizational Support (OS) and Work Engagement (WE)



#### 4. Result

This section presents the analytical results derived from both the systematic literature review and the mini survey. The results are organized step by step to provide a comprehensive overview of the reliability, validity, and strength of relationships among the study variables.

There are two main stages in the data analysis process.

**The first stage** involves analyzing the internal consistency of the survey instruments used to measure Organizational Support (OS) and Work Engagement (WE). Reliability testing was conducted using Cronbach’s Alpha (CA) and Composite Reliability (CR), with a threshold value of 0.70. The results indicate that all items for both variables have CA and CR values above 0.70, meaning that the instruments are reliable and suitable for use in this study.

**The second stage** involves examining the relationship between variables using Pearson’s correlation test. The analysis reveals a strong and significant positive correlation between OS and WE ( $r = 0.65$ ;  $p < 0.01$ ), confirming that the higher the perceived organizational support among employees, the higher their level of work engagement.

These findings are consistent with the results of 20 articles reviewed in the Systematic Literature Review (SLR), which collectively demonstrate that organizational support serves as a key job resource within the Job Demands–Resources (JD-R) framework, playing a crucial role in enhancing employees’ motivation, enthusiasm, and dedication toward their work.

#### **Table 1. Descriptive Statistics of Organizational Support Items**

Item	Mean	SD	Min	Max	Category
POS1	4.25	0.78	1	5	High
POS2	4.39	0.78	1	5	High
POS3	4.12	0.86	1	5	High
POS4	4.33	0.77	1	5	High
POS5	4.09	0.89	1	5	High
POS6	4.36	0.76	1	5	High
Average POS	4.26	0.81	1	5	High

Interpretation: The overall mean score of POS is 4.26 (high category), indicating that civil servants at the Ministry of Primary and Secondary Education (Kemendikdasmen) perceive that their organization values their contributions, provides emotional support, and creates a fair and caring work environment.

**Table 2. Statistic Deskriptif Item Work Engagement**

Table 2. Descriptive Statistics of Work Engagement Items

Item	Mean	SD	Min	Max	Category
WE1	4.40	0.75	1	5	High
WE2	4.28	0.75	2	5	High
WE3	4.19	0.83	1	5	High
WE4	4.52	0.76	1	5	High
WE5	4.49	0.72	1	5	High
WE6	4.68	0.63	1	5	High
Average WE	4.43	0.74	1	5	High

Interpretation: The overall mean score of WE is 4.43 (high category), indicating that civil servants demonstrate a high level of work enthusiasm (vigor), dedication to their duties (dedication), and full involvement (absorption) in performing their tasks

**Table 3. Correlation Between Organizational Support and Work Engagement**

Variabel	POS	WE
POS	1	0,65**
WE	0,65**	1

## 5. Discussion

The results of this study confirm that Organizational Support (OS) has a positive and significant effect on Work Engagement (WE) among civil servants (*Aparatur Sipil Negara / ASN*) within the Ministry of Primary and Secondary Education (Kemendikdasmen). These findings strengthen the Job Demands–Resources (JD-R) Theory (Bakker & Demerouti, 2017), which states that job resources such as organizational support play a vital role in enhancing employees intrinsic motivation and work engagement.

The mini survey analysis revealed a strong correlation ( $r = 0.65$ ;  $p < 0.01$ ) between Organizational Support and Work Engagement, indicating that when civil servants feel valued and supported by their organization, they tend to display higher enthusiasm and work dedication. This result is consistent with several international studies (Ashfaq et al., 2023; Campos & Cavazotte, 2023; Mazzetti et al., 2023), which found that employees' perception of organizational support enhances vigor, dedication, and absorption in various public-sector contexts.

Furthermore, the Systematic Literature Review of twenty selected articles revealed a consistent pattern: organizational support functions as a motivational mechanism that strengthens work engagement through increased meaningfulness, recognition, and fairness. Thus, within the context of public-sector bureaucracy, managerial policies grounded in organizational support are key to developing highly energized and productive employees.

## **6. Conclusion, Implication, and Recommendation**

This study concludes that Organizational Support plays a crucial role in enhancing Work Engagement among civil servants (*Aparatur Sipil Negara / ASN*) at the Ministry of Primary and Secondary Education (Kemendikdasmen). The findings from both the systematic literature review and the mini survey consistently show that high levels of organizational support are positively correlated with employees' enthusiasm, dedication, and engagement. This evidence confirms that Perceived Organizational Support (POS) functions as a key job resource within the Job Demands–Resources (JD-R) Theory, triggering positive motivational processes that ultimately lead to improved performance.

From a theoretical perspective, this research strengthens the JD-R model by providing new empirical evidence derived from the context of Indonesia's educational bureaucracy. Organizational support has been proven to be a factor that reinforces psychological engagement among public employees. From a practical standpoint, the findings offer a foundation for policy-makers within Kemendikdasmen to design support-based human resource development strategies, such as enhancing two-way communication, recognition of employee contributions, and providing constructive feedback.

Recommendations. (1) For organizations: integrate organizational-support principles into HR policies, especially in supervision, recognition, and career development; (2) For employees: actively communicate, share ideas, and leverage development opportunities to maximize the benefits of organizational support; (3) For future researchers: expand the model with mediators such as Psychological Empowerment or Job Satisfaction to deepen understanding of the Organizational Support and Work Engagement mechanism.

## **7. Acknowledge (if any)**

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