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The Role of Perceived Organizational Support (POS) and Employee Satisfaction to Enhance Employee Engagement: Do Gender and Tenure Matter?

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Abstract

Research aims: The research investigated the conjecture that employee engagement is notably intensified in the presence of perceived organizational support (POS) and employee satisfaction. Additionally, the study explored the discrete impacts of the interconnections between these variables, considering gender and employee tenure.

Design/Methodology/Approach: This study employed primary quantitative research methods through cross-sectional surveys. The hypotheses were tested using SEM-PLS with the assistance of Smart PLS.

Research findings: The findings unveiled that POS indirectly influences employee engagement through its effect on employee satisfaction. Furthermore, employee satisfaction directly and positively contributes to heightened employee engagement. Neither gender nor tenure exhibits identifiable effects on the correlations between the constructs. It is ascertained that POS holds a higher degree of significance in cultivating employee engagement.

Theoretical Contribution/Originality: The study empirically confirmed the enhanced employee engagement through POS and employee satisfaction, elucidating the mediating role of satisfaction, highlighting the significance of POS, and offering actionable managerial insights for human resource strategies.

Practitioners/Policy Implications: It is recommended that managerial efforts be directed toward formulating human resource strategies that amplify POS.

Research Limitations/Implications: Limited number of respondents due to the period of COVID-19 recovery.

Keywords: Employee Satisfaction; Employee Engagement; Perceived Organizational Support; Socio-Economic Attributes

Introduction

The tourism industry is vital in generating substantial revenue for the country. Despite being among the sectors most severely impacted by the COVID-19 pandemic, it has demonstrated the swiftest rebound in recovery. The positive impact of tourism is closely tied to the indispensable role of travel agencies, which act as primary sources of information and promotion for tourist destinations while also serving as providers of tourism services. The performance of travel agencies greatly relies on the level of employee engagement (Faeni et al., 2019).

Employees are regarded as key company resources for their importance in ensuring performance (Sohail & Jang, 2017). Human resource management is concerned with employee engagement (EE) due to its substantial impact on achieving company performance. EE is a significant driver of positive employee behavior (Extremera et al., 2018) and becomes an antecedent of employee performance (Wake & Green, 2019). Strong EE is associated with high motivation, focus, devotion to the firm, dedication to work, and other positive behaviors that have a substantial impact on the company's performance, consumer satisfaction, profitability, productivity, and low turnover rates (Ismail et al., 2019; Lambert et al., 2021; Shin & Konrad, 2017; Sun & Bunchapattanasakda, 2019; Wake & Green, 2019).

EE demonstrates the enthusiasm and commitment of staff members to be engaged in the company to meet company objectives by striving to enhance organizational performance (Preethi & Valliappan, 2015). Some studies show that engaged employees exhibit high self-efficacy in developing a career and are committed to attaining their goals (Blomme et al., 2015). EE will be characterized by a high spirit of work, work focus, and dedication (Loerbroks et al., 2017; Schaufeli et al., 2006). (Eldor, 2017) outlines four EE indicators: knowledge sharing, innovation, pro-activeness, and adaptability.

EE comprises the interaction of cognitive commitment, emotional engagement, and behavior that develops because of employees' relationship with their employers. Cognitive commitment is realized through an understanding of duties and roles in the work. Emotional engagement is the presence of emotional commitment to others, including co-workers and leaders, as well as empathy and concern for others. Behavior is demonstrated through a pronounced inclination to persist within the organizational framework, a proactive willingness to expend supplementary effort due to organizational demand, and a proactive inclination to champion the interests of colleagues and external entities to ameliorate the organization's overall operational efficacy (Sun & Bunchapattanasakda, 2019; Zhang et al., 2014).

EE can be determined by three factors: motivation, advocacy, and involvement (Wake & Green, 2019). A motivated employee will be dedicated to the work and actively engaged in achieving the company's objectives. Advocacy relates to the company's awareness of and understanding of the employees' needs and expectations, including when encountering problems. Engagement demonstrates the behavior of employees to contribute to the advancement of the company, which is reflected in the employees' involvement in decision-making, active seeking to enhance management, and interactions with the leadership. EE, according to (Loerbroks et al., 2017), has three characteristics: (a) spirit, marked by a high level of energy and perseverance toward work; (b) dedication, characterized by the presence of emotional involvement and work enthusiasm; and (c) absorption, characterized by a complete focus on one's work. Strongly engaged employees frequently believe they are competent to carry out the duties of their position and have a positive and productive working relationship (Schaufeli et al., 2006). There are three categories of elements that affect EE, according to (Sun & Bunchapattanasakda, 2019): organizational factors (management style, awards, leaders, etc.), occupational

factors (work environment, task characteristics, etc.), and individual aspects of individuals (physical energy, self-awareness, etc.).

Numerous studies explain EE, one of which is influenced by the employees' perceived organizational support (POS) (Tan et al., 2020). According to (Kim et al., 2020), POS pertains to the degree to which employees perceive that their organization genuinely values and supports them, offers assistance when needed, and takes pride in its achievements. This support can manifest in various ways, such as providing fair treatment and meaningful rewards, fostering positive working conditions, involving employees in decision-making, offering career opportunities, and recognizing their performance achievements (Ahmed & Nawaz, 2015; Sarfraz et al., 2019). It is reasonable to anticipate that when employers treat their employees well, employees will receive a reciprocal response in supporting the business. Employees will develop an obligation to care about the company because of the organizational support they experience. The realization of care is shown by a stronger affective commitment to support the firm in attaining its objectives (Eisenberger et al., 2001).

The role of POS in a company is critical because it gives employees a sense of how the company cares about their well-being, thereby increasing employee satisfaction (ES) at work (Savitri & Komalasari, 2021). Another viewpoint argues that POS refers to the employees' opinion of how much an organization contributes and how well they are concerned about employee well-being (Eisenberger et al., 2001). POS impacts employees' motivation, dedication, and commitment to the company (Tan et al., 2020). The results align with the study conducted by (Astuty & Udin, 2020), illustrating the substantial impact of POS on affective commitment and employee performance. In the context of organizational support theory (OST), employees with POS tend to demonstrate higher levels of performance and engagement as a reciprocal norm to aid the organization in attaining its objectives (Alshaabani et al., 2021; Eisenberger et al., 2001; Imran et al., 2020). Numerous studies confirmed the positive and significant contribution of POS to EE (Al-Omar et al., 2019; Fristin & Supanto, 2022; Tan et al., 2020). However, (Ott et al., 2019) discovered the POS's disability to predict work engagement. POS, therefore, demonstrates an inconsistent effect on EE.

It is presumed that intervening variables exist in the interaction between POS and EE. Presumably, employee satisfaction intervenes in the influence of POS on EE. ES is defined as subjectively considered attitudes, feelings, or emotions toward either positive or negative aspects of employment or the workplace (Alonderiene & Majauskaite, 2016). ES boosts motivation and leads to more effective, efficient, and productive work, which benefits the organization's business performance (Matzler et al., 2004; Preethi & Valliappan, 2015). ES will encourage EE in the organization (Wen et al., 2019). Physical and mental satisfaction in responding to workplace factors constitute ES. According to (Matzler et al., 2004), ES is one of the most important factors that contributes to the quality, consumer satisfaction, productivity, and performance of the company. Several indicators reveal satisfied employees, including positive workplace conduct, high performance, and low turnover rates (Ashton, 2018). If working conditions are unsatisfactory, particularly in terms of health and safety, low wages, and long working

hours, then worker discontent leads to a high rate of employee turnover and low productivity (Alok & Wali, 2017). Prior empirical studies also demonstrate that job satisfaction can influence employee performance (Srimindarti et al., 2020). ES can be enhanced if management is able to comprehend and meet employee needs and expectations through HRM policies and practices (Gander, 2019). Seven qualities can be utilized to gauge ES: leadership, responsibilities, relationships with co-workers, payment, a feeling of accountability to one's work and the organization, and acknowledgment of employee accomplishments (Kaushik et al., 2018; Matzler et al., 2004). Meanwhile, (Preethi & Valliappan, 2015) mentioned that ES measurement attributes include responsibility, safety management, workplace, and resource availability.

Many studies discuss the contribution of individual characteristics to EE, but few studies explore socio-demographic differences in EE (Chaudhary & Rangnekar, 2017). In social categorization theory (SCT), it is argued that social factors, including gender, age, race, tenure, and other factors influence a person's perception. The SCT is commonly employed to describe the effect of categorization on employee behaviors in the workplace (Ajibola et al., 2019). Numerous empirical studies describe inconsistent findings about the effect of demographic characteristics, such as gender, age, education, and tenure, on EE. Different groups have varying levels of needs and expectations, so they require distinct EE strategies. Consequently, executives need to comprehend the needs and expectations by considering socio-demographic elements. The study of (Rana & Chopra, 2019) found substantial differences in employee engagement levels regarding age, tenure, and position, except for gender. Other research has highlighted a significant correlation between tenure and work engagement (Mahboubi et al., 2015). However, different viewpoints explain that demographic groupings, including gender, tenure, and marital status, do not influence employees' affective commitment and engagement (Mustafa, 2017; Sharma et al., 2017). According to (Mascarenhas et al., 2022), ES is also regarded differently between male and female workers. Despite bad working conditions, women are more easily satisfied with their work. Although several studies have examined gender and tenure, few have examined how differences in gender and tenure affect perceptions of POS relationships and EE levels.

Recognizing the significance of Employee Engagement (EE) in bolstering company performance, it becomes crucial for management to grasp the requisites and anticipations of their workers, given the premise that distinct demographic cohorts will entail varying needs and expectations (Chaudhary & Rangnekar, 2017). Women are more engaged in work that involves social skills or social interaction. Therefore, the majority of workers in the hospitality sector are women (Liu et al., 2017). Some studies explain that different demographic factors, such as age group, gender, education level, employee tenure, and position, have contributed to the level of engagement (Chaudhary & Rangnekar, 2017; Mahboubi et al., 2015; Sharma et al., 2017). According to research by (Samah et al., 2019) and (Khodakarami & Dirani, 2020), gender provides different emotional roles that finally impact the EE level. (Sharma et al., 2017) and (Khodakarami & Dirani, 2020) found no correlation between gender, marital status, tenure, income level, and EE. However, different influences were associated with age and level of education, as well as work

experience. The findings of (Rana & Chopra, 2019) also demonstrate gender-based disparities in EE levels.

Investigating the factors influencing the EE level on company performance and objectives is critical. This study aims to estimate the impact of POS on ES and EE and analyze the distinguished effects between the variables' associations in terms of gender and tenure.

Literature Review and Hypotheses Development

POS shows the confidence of employees that the company values their contributions, cares about their well-being, and encourages them to be involved in achieving company goals (Vermeulen & Scheepers, 2020). POS is an important factor that positively influences employees' commitment to the company. POS is typically manifested in company policies and regulations. Such factors within the organization, such as working conditions, HR strategies, employee qualities, leadership styles, and communication practices among management, will provide a commitment of affection that influences the positive behavior of employees by working hard for the organization's betterment (Sun, 2019). Employees behave more sincerely and positively when they perceive the organization to support them by working more effectively for the company's benefit (Alshaabani et al., 2021). POS consequently has a favorable impact on the work environment (Al-Omar et al., 2019; Imran et al., 2020). Other studies reveal that POS might inadvertently boost morale, commitment, and engagement (Yang et al., 2020). The research conducted by (Indrayani et al., 2023) further elucidates the favorable impact of POS on employee engagement among millennials.

H₁: POS positively affects EE with the company.

POS and ES are crucial components to enhance employee and company performance. Perceived organizational support that effectively meets employees' emotional needs fosters a sense of responsibility and commitment toward the organization among the workforce (Sun, 2019). Employees who sense that the company appreciates their contributions and prioritizes their well-being are prone to experience elevated levels of job satisfaction. Several studies have revealed that POS becomes a predictor that enhances ES (Choi, 2019; Maan et al., 2020; Mascarenhas et al., 2022).

H₂: POS has a substantial impact on ES.

When employees perceive sufficient organizational support, they are inclined to experience greater contentment with their job roles and the workplace milieu. Subsequently, this sense of contentment generates positive emotions that drive employees towards a more profound involvement in their tasks. Essentially, employee satisfaction serves as a conduit, converting the favorable influence of an organization's

perceived support into elevated levels of employee engagement encompassing work tasks and the broader organizational sphere.

Some empirical research results revealed that POS positively contributes to EE (Al-Omar et al., 2019; Alshaabani et al., 2021; Imran et al., 2020). The study by (Yang et al., 2020) explains the existing variable that mediates the relationship between POS and EE. (Lartey et al., 2019) explains the positive contribution of POS to ES. Thus, it can also be presumed that ES becomes a mediator between POS and EE.

H₃: POS affects EE through the mediation of ES.

Employee satisfaction significantly influences employee commitment and motivation towards the company when they feel content with their roles and the work atmosphere. This contentment fosters positive sentiments, propelling active engagement, stronger alignment with the company's objectives and principles, and more proactive contributions to the company's achievements. Essentially, employee satisfaction is a pivotal determinant shaping the extent of employee participation in driving the company's objectives and overall success. ES positively endorses EE in the organization (Wen et al., 2019). ES has been linked to higher motivation, productivity, and engagement levels in efforts to meet organizational objectives. Research by (Lartey et al., 2019) demonstrates a substantial association between ES and EE. (Wen et al., 2019) emphasizes that ES is a key aspect of determining EE. Studies by (Chawla et al., 2022; Davies et al., 2018) confirm that higher ES will result in higher EE.

H₄: ES affects EE.

Research by (Mascarenhas et al., 2022) indicates that the influence of POS on job satisfaction is stronger among male workers. Other research has demonstrated that self-efficacy among female employees mediates the contribution of POS better than EE (Mascarenhas et al., 2022). In addition to gender, EE is also affected by employee tenure. Longer-tenured employees have greater knowledge, experience, and proximity to superior organizations. Due to the intimate relationship between career and organizational development, employees tend to have a higher level of EE in the belief that the company's success in achieving its goals will positively impact their future career development.

H₅: Gender and employee tenure affects the variables associations.

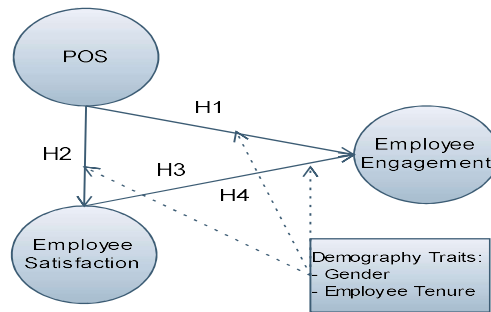


Figure 1 Conceptual Model

Research Methods

This study employed primary quantitative research methods through cross-sectional surveys. In accordance with the purpose of the study, a quantitative method was employed to evaluate hypotheses about the relationship between variables. The statement was aligned with (Stockemer, 2019) that quantitative approaches could be utilized to discover the relationship between two or more variables by describing phenomena numerically. Data collection was through a questionnaire. Employee engagement is assessed through motivation, advocacy, and involvement (Wake & Green, 2019). The perceived variables of organizational support are gauged through indicators of fair treatment, satisfactory compensation, favorable work arrangements, involvement in decision-making, career opportunities, recognition of performance, colleague support, and leadership support (Sarfranz et al., 2019; Ahmed & Nawaz, 2015). Employee satisfaction variables are measured using leadership, responsibility, relationships with colleagues, compensation, sense of accountability toward one's work and organization, and acknowledgment of employee achievements (Kaushik et al., 2018; Matzler et al., 2004). The study used a Likert scale with values ranging from strongly disagree (=score 1) to strongly agree (=score 5). The gender variable was classified as male (1) and female (2), whereas the tenure variable was classified as (1) less than five years and (2) more than five years. We distributed 150 questionnaires among the participants, and 87 employees of the 44 travel bureaus in Jakarta participated in the survey, indicating a response rate of 58%. The acceptable range for response rates in the social sciences can be from 30% to 70% (De Vaus, 2013). Considering the organization's HR standards, which restrict participation to permanent personnel, travel company respondents were limited to permanent employees. Data were analyzed using SEM-PLS using Smart PLS software to test the relationship between latent variables.

Initially, a measurement model analysis was conducted to establish the relationship between constructs and their respective indicators by assessing validity and reliability. Then, structural model analysis determined the impact of exogenous on endogenous latent constructs (hypothesis testing). A multi-group analysis (MGA) was investigated to determine whether socio-demographic factors influence the interaction of variables.

Importance Performance Map Analysis (IPMA) was also conducted to detect exogenous latent components with the most significant impact on EE. These findings were designed to provide feedback for management in formulating the strategic policies required to enhance EE.

Results and Discussion

Profile of Respondents

The number of female employees is higher than that of men. According to (Liu et al., 2017), the hospitality business is more likely to hire women because they are viewed as having superior abilities in the field of service that involves social interaction skills. The number of female employees exceeds that of male employees. The larger number of employees with more than five years of service signifies a high level of ES. This finding is consistent with (Ashton, 2018) that a low staff turnover rate is one of the ES indicators.

Table 1 Profile of Respondents

Criteria	N	%
Gender		
Male	31	35.63
Female	56	64.37
Tenure		
< 5 years	39	44.83
≥ 5 years	48	55.17

Measurement Model (Outer Model)

The analysis of the measurement model tests the relationship between constructs and their indicators through validity and reliability testing. Validity testing uses criteria of convergent validity and discriminant validity. Convergent validity relates to the ability of constructs to explain their indicators based on factor loading values. Average Variance Constructed (AVE) analysis describes the extent of the variance of indicators that latent constructs can have. The expected factor loading is > 0.7 (Henseler et al., 2014), and the AVE value is expected to be > 0.5. The test results revealed that two POS indicators had factor loading values of < 0.7 and were subsequently eliminated. The minimum AVE value is 0.649, so it is concluded that it has a good convergent validity (Table 2).

Table 2 Construct's Validity and Reliability

Construct/Item	factor loading	Cronbach α	CR	AVE
Employee Engagement (EE)				
- Have values and goals that are in line with the company (EE1)	.903	.864	.917	.786
- Committed to work and company (EE2)	.890			
- Make the best contribution to the company (EE3)	.866			
Employee Satisfaction (ES)				

Table 2 Construct’s Validity and Reliability (cont’)

Construct/Item	factor loading	Cronbach α	CR	AVE
- Leaders provide support in carrying out work (ES1)	.872	.915	.932	.663
- Conformity of work to job title (ES2)	.809			
- Good interaction with colleagues (ES3)	.892			
- Adequacy of the salary earned (ES4)	.774			
- Employees’ opportunity for a career (ES5)	.738			
- Pleasant working environment (ES6)	.782			
- Rewarding outstanding employees (ES7)	.823			
Perceived Organizational Support (POS)				
- The company is proud of its employee’ achievements (POS1)	.845	.891	.917	.648
- The company is concerned with employee wellbeing (POS2)	.786			
- The company values the employees’ opinions and contributions (POS3)	.832			
- The company values the employees’ competence (POS5)	.715			
- The company cares about employees’ needs (POS6)	.821			
- The company provides support/assistance when employees experience difficulties (POS8)	.826			

Notes: EE = employee engagement; ES = employee satisfaction; POS = perceived organizational support

Discriminant validity testing using cross-loading criteria demonstrates that all constructs have no discriminant validity issues (Table 3).

Table 3 Discriminant Validity (Cross-loading Criterion)

	EE	ES	POS
EE1	.903	.698	.657
EE2	.890	.817	.729
EE3	.866	.658	.605
ES1	.804	.872	.775
ES2	.683	.809	.684
ES3	.692	.892	.714
ES4	.615	.774	.727
ES5	.611	.738	.610
ES6	.642	.782	.552
ES7	.615	.823	.718
POS1	.691	.702	.845
POS2	.485	.616	.786
POS3	.535	.683	.832
POS5	.475	.595	.715
POS6	.732	.762	.821
POS8	.657	.686	.826

Composite reliability (CR) and Cronbach’s alpha must be > 0.70 for reliability testing. The measurement results indicate that all constructs have a CR value and a Cronbach’s alpha value > 0.70; hence, it can be concluded that the construct meets a level of consistency

(Table 2). To ensure that there is no collinearity between constructs, multi-collinearity testing was carried out using the required Variance Inflation Factor (VIF) value < 5 (Hair et al., 2014). The test results concluded no multi-collinearity problem, indicated by all VIF values < 5 (Table 4).

Table 4 VIF Value

	EE	ES	POS
EE			
ES	4.140		
POS	3.784	2.379	

Structural Model (Inner Model)

Inner model testing is performed to test for direct and indirect effects between exogenous and endogenous latent constructs, and the results are shown in Table 5.

Table 5 Hypothesis Testing

Relationship Between Constructs	Path Coefficient	T Statistics	P Values	Conclusion
H1: POS → EE	.204	1.704	.089	Not Supported
H2: POS → ES	.843	21.721	.000	Supported
H3: POS → ES → EE	.549	4.899	.000	Supported
H4: ES → EE	.651	5.372	.000	Supported

The hypothesis testing results suggest no direct impact of the POS construct on EE (hypothesis 1). Nevertheless, when mediated by ES, the POS construct exhibits a 54.9% indirect effect on EE (hypothesis 3). Moreover, the POS association testing on ES indicates a positive and significant influence of 84.3% (hypothesis 2). Hypothesis testing explains that the ES construct has a direct effect on EE. About 65.1% of the variance in EE can be directly attributed to the ES construct, as shown by hypothesis testing (hypothesis 4).

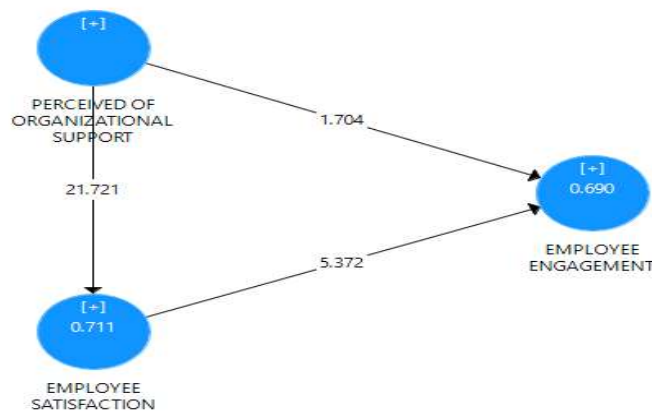


Figure 2 Coefficient of Determination

The predictive power of exogenous constructs in determining endogenous constructs was evaluated using the coefficient of determination (R^2), as shown in Figure 2. Coefficient values of determination at 0.75, 0.50, and 0.25 were categorized as substantial, moderate, and weak levels of predictive power, respectively (Hair et al., 2017). The data processing results show that exogenous latent constructs (POS) and variable moderation (ES) have the ability to explain the variance of EE constructs in the moderate category by 0.690, or 69.0%. Meanwhile, the POS construct has an ability of 71.1% to explain the variance of ES, which is in a moderate category close to substantial.

In structural model testing, the analysis of a construct model’s relevance level and its estimation were estimated using Q^2 values with criteria of 0.02 (low), 0.15 (medium), and 0.35 (high). If the inferred Q^2 value is greater than 0.05, a constructed model is meaningful, and the exogenous latent variables employed in predicting endogenous latent variables are deemed acceptable. Based on the research findings, all Q^2 values were greater than 0.35, indicating that the external latent factors are fit for predicting endogenous latent variables (Table 6).

Table 6 Predictive Power

Construct	R^2	T statistics	P value	Q^2
EE	.690	10.632	.000	.528
ES	.711	11.007	.000	.464
POS				

The hypothesis testing result indicates no difference between male and female employees in perceiving a correlation between variables; therefore, hypothesis 5 is rejected. The test results demonstrate that POS had no effect on EE for both female and male employees. The POS construct shows a positive and significant contribution to EE, both in female and male employees. Both female and male employees had identical responses regarding the indirect influence of POS mediated by ES on EE. The positive and significant influence of POS on EE, as mediated by ES, was observed in female and male employees. Tests of ES associations with EE revealed that the perceptions of female and male employees were unaffected by ES correlations with EE (Table 7).

Table 7 Multi Group Analysis: Gender Base

Path	Path Coefficient		T Statistics		P Value		Conclusion
	Female	Male	Female	Male	Female	Male	
POS → EE	.215	.006	1.338	.034	.181	.973	Not supported
POS → ES	.848	.896	18.497	24.179	.000	.000	Not supported
POS → ES → EE	.545	.777	3.681	4.713	.000	.000	Not supported
ES → EE	.643	.868	4.023	5.117	.000	.000	Not supported

Testing the different influences across constructs based on employee tenure reveals no difference between the two tenure groups. POS has no effect on EE for either group of employees. These findings show no variation in the effect of POS on EE based on employee tenure. The difference in employee tenure between POS and ES is not noticeable. The positive and significant contribution of POS to EE, as reported by

employees from various work groups, exceeded 80%. The POS construct contributes positively and significantly to EE, mediated by EE, in female and male employees. These results indicate that the effect of POS on EE as mediated by ES does not differ for employees with different tenures. The results of a test comparing the influence of employee tenure on ES links with EE revealed that tenure had no relationship with the effect of ES on EE. Both tenure groups show that ES does not affect EE (Table 8).

Table 8 Multi Group Analysis: Employee Tenure Base

	Path Coefficient		T Statistics		P Value		Conclusion
	≥ 5	< 5	≥ 5	< 5	≥ 5	< 5	
	years	years	years	years	years	years	
POS → EE	.152	.214	.780	1.363	.436	.173	Not supported
POS → ES	.878	.814	25.121	12.042	.000	.000	Not supported
POS → ES → EE	.585	.558	3.537	3.575	.000	.000	Not supported
ES → EE	.666	.686	3.663	4.296	.000	.000	Not supported

The Importance-Performance Map Analysis (IPMA) collected importance rating data from constructs affecting EE. IPMA will provide construct information that must be prioritized to drive increased EE. The test results show that POS is a construct that must be prioritized to be addressed or fostered to enhance an increase in EE.

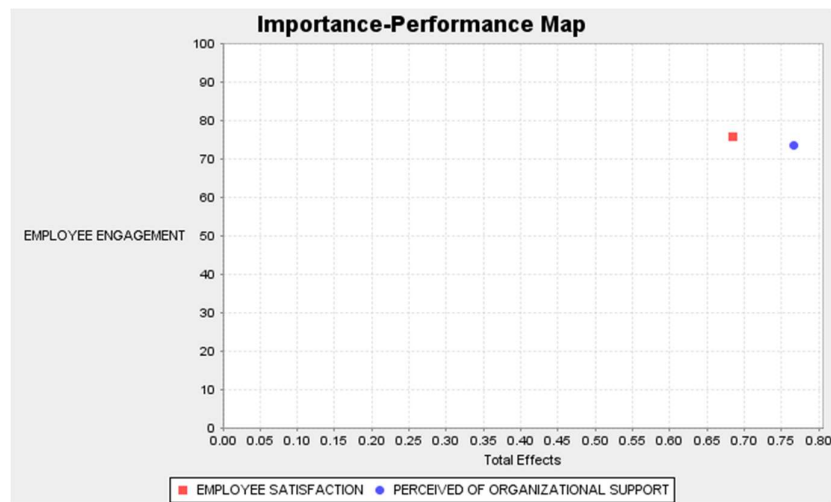


Figure 3 Importance-Performance Map Analysis

From the employees' perspective, POS is deemed more crucial than ES in contributing to EE. Nevertheless, the test results show that POS performance is lower than ES performance. The management should formulate strategies for HR practices to boost POS.

Table 9 Importance-Performance Map Analysis

Constructs	Total Effect of Employee Engagement (Importance)	Index Value (Performance)
ES	.651	75.665
POS	.753	73.496

The analysis results show that travel company employees strongly engage with the company, shown by their high motivation and commitment to work. High motivation and commitment to work contribute to establishing positive behavior focusing on attaining company objectives by working productively and offering satisfactory service to travel company customers. These findings align with the studies of (Al-Omar et al., 2019; Lambert et al., 2021) that engaged employees demonstrate commitment, loyalty, and a drive for excellence and contribute significantly to accomplishing company goals. The findings validate employee engagement as a critical competitive advantage and propose its potential influence on organizational success.

How employees perceive the company's recognition of their contributions and care for their social, economic, and emotional well-being plays a vital role in cultivating Employee Satisfaction (ES). As a result, this sense of employee satisfaction can subsequently enhance Employee Engagement (EE). POS increases the positive orientation of employees towards the organization while also increasing trust and expectations for the company. Positive orientation will create a pleasant work experience and increase the employee's interest. As positive feedback, employees will also demonstrate affective commitment by working hard to help the company achieve its goals. These findings align with the study of (Sarfraz et al., 2019), illustrating that within organizations where employees perceive support and satisfaction, a reciprocal relationship emerges wherein employees develop a sense of commitment and care towards the company due to the support provided by the organization. This reciprocal response demonstrates employees' active support towards the business.

However, the outcomes of this study indicate that POS has no direct effect on EE. These findings diverge from the research findings of (Canboy et al., 2023; Tkalac Verčić & Men, 2023), which posit that Perceived Organizational Support (POS) exerts a positive and substantial impact on employee engagement. POS has an indirect effect on EE when ES acts as a mediator. The finding is consistent with the outcomes of (Silva et al., 2022) and underscores the pivotal significance of job satisfaction within the correlation linking perceived organizational support and affective organizational commitment. The outcomes of this study demonstrate that perceived organizational support yields a positive impact on job satisfaction. Additionally, job satisfaction mediates the connection between perceived organizational support and affective organizational commitment.

According to the results of the multi-group analysis, there were no differences in EE based on gender or tenure. Gender and employee tenure have no effect on the association among latent constructs. This outcome is feasible due to the management's impartial policy implementation, independent of gender and tenure inequalities. With longer tenure, individuals have more opportunities to comprehend organizational management and develop strong relationships with leaders and co-workers, which enhances their

engagement level. At the same time, new recruits demonstrate engagement due to the novelty effect. The outcomes of this study do not align with the study of (Hu et al., 2019; Khodakarami & Dirani, 2020) that gender and tenure contribute to variations in employee engagement levels.

Conclusion

The results indicated that management should continue to seek enhanced EE since it contributes to forming a positive commitment to the organization. POS supports EE through HR policies and practices. The perception of employees that their employer values their contributions and cares about their well-being is a crucial aspect of creating ES, which also contributes to EE. Fair HR policies and practices make no difference to the influence of gender and tenure on POS associated with ES and engagement levels. POS plays a greater role in enhancing EE in travel organizations but performs less than ES. The greater the employees' sense that their employer values performance and cares about their well-being, the greater their contribution to increasing positive employee commitment. For this reason, management must strengthen HR practices, such as expanding employees' opportunities to increase their competence through participation in training, enhancing employee welfare guarantees, introducing performance-based assessments, etc.

Theoretically, this study aligns with Organizational Support Theory, suggesting that employees who receive substantial support from the company are more likely to experience job satisfaction and develop affective commitment, thereby contributing to the firm's pursuit of its objectives. Theoretical implications of examining the correlation between perceived organizational support (POS), employee satisfaction, and their effect on employee engagement concerning gender and tenure can enrich existing organizational behavior theories. Practically, this study highlights the importance of fostering a supportive environment to enhance employee satisfaction and, in turn, bolster engagement levels. Comprehending how perceived organizational support and employee satisfaction influence employee engagement could guide organizations in refining their support structures.

Since the research was conducted when the travel sector had yet to recover from the effects of the COVID-19 pandemic, a limited number of respondents participated. More research needs to be performed with a larger sample size and a wider range of industries to confirm the results of the research.

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