



Perceived Organizational Support On Employee Creativity: The Mediating Role Work Engagement As A Mediator

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ABSTRACT

In this era of global competition, continuous development creates challenges for organizations and demands human resources (HR) to be more creative. Human Resources are valuable assets that need to be considered by companies. This study describes how employee creativity, work engagement, and perceived organizational support (POS) relate to one another in organizations. The degree to which workers feel supported by the company is reflected in POS, and this has been shown to have a big impact on worker engagement and innovation. The association between POS and employee creativity is found to be mediated by work engagement. Data from 123 randomly chosen respondents is analyzed quantitatively in this study using SmartPLS. The analysis's findings show that employee job engagement and creativity are positively impacted by perceived organizational support, with work engagement considerably enhancing this link. This study emphasizes how crucial it is to establish a positive work atmosphere in order to foster employee engagement and innovation.

INTRODUCTION

Indonesia has now entered the era of globalization, which can be seen from the rapid development in various aspects of people's daily lives. This condition requires quality human resources to face these changes (Rahmayani, 2021). Driven by rapid advances in information technology, automation, robotics, and artificial intelligence, global competition in every work sector is inevitable. Effective synergy is needed to overcome the challenges that arise from continuous changes and developments in economic, social, and technological aspects. In this era of global competition, continuous development creates challenges for organizations and demands human resources (HR) to be more creative. HR creativity needs to continue to develop in every situation so that they are able to grow and improve their quality at work, so that they

can face challenges in competition (Anggun Widia Utami, Widya Parimita, 2023). Human Resources are valuable assets that need to be considered by companies. By maintaining and improving HR development, companies can ensure the sustainability of their businesses. Effective HR management is essential to maximize the contribution and creativity that HR can provide to the company. Without the strength and commitment of HR, the company will not be able to achieve optimal business results, meet organizational goals, or achieve its financial targets through the creativity generated by HR. HR who are committed and ready to be actively involved in their work can help companies face global competition among business actors (Anggun Widia Utami, Widya Parimita, 2023). Perceived organizational support (POS) is one of many variables that might influence employee performance. These elements influence how engaged employees are at work, which in turn influences how well they perform. Good human resource management can make an effective contribution to improving employee performance. When employees have a positive relationship with the company, they tend to give their best to their organization (Rahmayani & Wikaningrum, 2022). Employee creativity is a crucial element in an organization because it directly contributes to innovation, adaptability, and competitiveness. In a constantly changing business environment, creativity allows employees to come up with new ideas, find alternative solutions, and innovate in completing daily tasks. With high creativity, employees not only follow procedures but also find new, more efficient, effective, and relevant ways to achieve organizational goals.

This ultimately drives the organization to remain competitive and able to adapt to changes in the market (Jean Jr. & Ferinia, 2023). Creativity is one form of performance that is highly valued by organizations because it can stimulate the exchange of ideas. Individuals who feel motivated and enthusiastic, especially by feelings of joy, satisfaction, challenge, and commitment to their work, tend to be more creative. By providing work encouragement, a manager can influence the level of creativity of employees in the organization. Creativity in humans can be increased and brought out. The literature shows that individuals with low intelligence levels usually have low creativity as well. However, in individuals with high intelligence (above average to genius level), creativity can appear at various levels. Therefore, the diversity of creativity in individuals with higher intelligence is much greater than in those with below average intelligence. Creativity opens up potential and broadens mindsets, allowing employees to see problems from different perspectives and be more innovative in finding solutions. Based on this, employee motivation and creativity are two important factors that can help improve suboptimal performance (Jean Jr. & Ferinia, 2023). Various factors influence employee performance, including assistance from supervisors or superiors, as well as perceived organizational support, or Perceived Organizational assistance (POS). POS measures how much workers believe their contributions are valued, that they are supported, and that the company is concerned about their welfare. This organizational support is an important factor that can improve employee performance while helping them avoid work stress. Usually, organizations provide positive forms of support that can be in the form of fairness for employees, support from superiors, and conducive working conditions. This kind of support affects employee perceptions of the organization. Employees with high levels of POS tend to show optimal performance. In addition, employee involvement in their work is also influenced by perceived organizational support (Rahmayani & Wikaningrum, 2022). Organizational support is very important to foster employee creativity (Avianto et al., 2019). When organizations show appreciation for employee contributions and care about their well-being, employees feel valued and supported. This sense of appreciation increases employee motivation and confidence to think creatively and explore new ideas without fear of failure or lack of support.

Organizational support also creates a psychologically safe environment for employees, where they feel comfortable innovating and conveying ideas that may be different from the usual. In addition, this support can be in the form of training, facilities, or other resources needed to develop creativity (Nurchahyo S A, 2024). Work engagement is an important issue in

human resource management because this engagement makes a significant contribution to the company. According to Robbins and Judge (2015), a person's involvement in their work is defined by their level of satisfaction and passion. Bakker & Demerouti (2008) found that personality, personal resources, job expectations, and job resources all affect work engagement. Workers that are deeply committed to their work will love it and give it their all, so they can improve their performance optimally (Rahmayani & Wikaningrum, 2022). When employees feel emotionally, cognitively, when actively engaged in their work, they are more likely to be committed and resilient in the face of adversity.

This involvement makes them more enthusiastic and energetic, so they are encouraged to explore new ways to complete their tasks. Engaged employees tend to be more proactive, more focused, and more enthusiastic in their work, so they are more motivated to think creatively and find innovative solutions to the problems they face. Work engagement also increases employee commitment to give their best, which contributes to the quality of ideas and results produced in their work (Magfijar & Ekhsan, 2024). Thus, the purpose of this study is to investigate how work engagement influences the link between employee creativity and perceived organizational support. By means of this research, it is expected to gain a deeper understanding of how organizations can create an environment that supports the development of employee creativity, by considering the importance of organizational support and work engagement.

LITERATURE REVIEW

Perceived Organizational Support

The degree to which employees feel that their efforts are valued and that the company is concerned about their welfare is known as perceived organizational support, or POS. Furthermore, POS is regarded as a guarantee that the company would give workers the assistance they need to finish duties efficiently and handle pressure (Fidelia, 2020). POS shows how much people believe that the company values their opinions, cares about them, and gives them the assistance and support they require. POS is employee trust in the company's commitment to providing fair compensation for the efforts they have made, as well as providing assistance for specific needs, such as when sick or when facing work problems. POS is the level of employee trust that the organization values their contributions and cares about their well-being (Fidelia, 2020).

The degree to which workers feel that their efforts are valued and that the company is concerned about their welfare is known as perceived organizational support, or POS (Fidelia, 2020). POS is often viewed as a guarantee that the company would give workers the assistance they need to finish duties efficiently and handle pressure. Forms of support included in POS include recognition and appreciation, where employees feel appreciated for their contributions through formal or informal recognition, such as awards or thanks. In addition, POS reflects the belief that the organization provides fair compensation according to employee effort and work results. Practical support is also part of POS, such as assistance when employees face certain needs, such as sick leave, support during times of crisis, or wellness programs. POS also includes the availability of adequate resources to help employees complete their tasks efficiently, as well as attention to employee well-being, both physically, emotionally, and professionally, through health programs, work flexibility, or counseling. Overall, POS reflects the extent to which individuals feel cared for, appreciated, and supported by the organization to work optimally while maintaining their well-being (Vipyana & Syah, 2023).

Employee Creativity

Creativity is defined as the ability to generate new ideas that are useful in solving problems. Employee creativity is needed in organizations to complete tasks and solve problems,

where they are expected to be able to create ideas, provide suggestions, and take innovative actions that are valuable in supporting the achievement of organizational goals. In conditions full of uncertainty and risk, employees need to be ready to be creative by involving their emotions, attention, and perseverance in facing the dynamics of the company. (Syahmirza & Prawitowati, 2022).

Work Engagement

Positive thinking that permits one to express oneself physically, mentally, and emotionally while working is known as work engagement. In (Pri & Zamralita, 2018) A sense of belonging to the work, pride, extra effort (both time and energy), enthusiasm, interest, and dedication to performing their duties are all components of work engagement, which is thought to be a driving force that encourages employees to perform better. (Setiawan Maulana et al., 2023).

Hypothesis Development

The influence of organizational support on employee creativity

Support has an important role in increasing employee creativity. (Ie et al., 2021). This support includes various forms of assistance, both material and non-material, provided by the organization to help employees achieve their potential. Support from the company can boost employees' self-esteem and foster a great work atmosphere, which will encourage them to come up with new ideas and attempt different methods to finish jobs. When workers perceive that the company is supporting them, they are more willing to explore creative ideas without worrying about failure, so that the level of creativity in the workplace can increase. (Magfijar & Ekhsan, 2024). Material support includes the provision of adequate work facilities, such as work tools, supporting technology, professional training, or financial incentives, including bonuses and awards. On the other hand, non-material support includes appreciation for employee contributions, recognition of achievements, positive interpersonal relationships within the organization, and flexibility in work arrangements that allow employees to maintain a balance between work and personal life. (Zami et al., n.d.). Support from the organization is essential for fostering an atmosphere that encourages initiative and increases employee innovation, experimentation, and the courage to try new approaches. This support, which includes flexible policies, sufficient resource availability, and appreciation for innovative ideas, provides a sense of security and encouragement for employees to innovate without fear of failure (Zhou & Hoever, 2020). In addition, employees who feel supported tend to have higher work commitment, thereby increasing their engagement and creativity in solving challenges (Eisenberger & Rhoades Shanock, 2021). Feeling supported also encourages positive social interactions among team members, creating space for idea sharing and collaboration, which are often key triggers for creativity (Ng & Lucianetti, 2018).

Research shows that optimal organizational support can strengthen a culture of innovation, where creativity is a core value valued in the work environment (Shin, Kim, & Lee, 2019). Furthermore, consistent organizational support increases employee confidence in implementing new ideas, thus directly contributing to improved company innovative performance (Amabile & Pratt, 2021). In recent years, many research have examined the impact of organizational support on work engagement. Organizational support, which includes policies, assistance, and recognition of employee contributions, plays an important role in fostering work engagement. Research shows that employees who feel supported by their organization tend to have higher levels of engagement, characterized by dedication, enthusiasm, and resilience in completing their tasks. This support provides a sense of security and appreciation for their contributions, which ultimately increases commitment to work and encourages positive energy (Ariani & Ardiansyah, 2020; Schaufeli, 2021). In addition, organizational support also plays a role in reducing stress and improving employee well-being, which directly impacts increased work engagement (Saks, 2022). With this support, employees feel that their needs and expectations

are being considered by the organization, so they are more motivated and enthusiastic about working. Strong support from the organization helps create a positive work atmosphere and an environment that supports employee engagement, which ultimately increases overall productivity (Kim & Lee, 2019; Xie et al., 2023).

The influence of organizational support on work engagement

Organizational support also affects the level of employee work engagement. The support that employees feel from their organization can increase their emotional commitment and intrinsic motivation to engage more in their work. When employees feel that the organization cares about and values their contributions, this can increase their sense of belonging to the company, which then encourages them to actively participate and perform at their best in their work. Thus, organizational support can act as an important catalyst in strengthening employee engagement. (Ghaniyyaturrahmah & Djamhoer, 2023).

With the perceived organizational support, it is expected that employee performance can increase and reach an optimal level. This performance includes achieving expected standards and contributing to organizational goals. Therefore, the role of the organization is very important in providing support and assurance to employees, so that they feel safe and comfortable in working. This will support the achievement of optimal performance and strengthen the relationship between management and employees. With the right support, employees will be more motivated to provide the best performance for the organization. This support also forms a positive perception of employees towards the organization, where those who feel a high level of support tend to provide maximum contributions in their work. (Rahmayani, 2021).

The influence of work engagement on employee creativity

Human resource management is a crucial factor in achieving the desired performance and competitive advantage of the company. This happens when every individual in the organization can give the best of themselves. Individual employee performance is a major element in determining the success of the company, where the quality of their work directly affects the level of productivity. High-performing employees usually have characteristics such as enjoying working and facing challenges, feeling less satisfied if their work is too easy, enjoying feedback on the success achieved, always looking for more challenging tasks, being personally responsible, and being satisfied with the results of work achieved independently (Putri, 2020). Work engagement is an important element in improving performance. When the level of work engagement is high, employee performance also tends to be optimal. Conversely, without good work engagement, only a few employees have a sense of belonging or a desire to contribute more to advancing the company with all their abilities. Employees who have good work engagement usually show a desire to continue to develop and contribute to the development of the company. However, this needs to be balanced with the company's efforts to support and meet the needs of its employees.

This relationship can be likened to mutualistic symbiosis, where employees and companies need each other and contribute to each other to achieve common goals (Putri, 2020). Work engagement has a significant impact on employee creativity. Employees who are deeply engaged in their work tend to have higher energy, dedication, and focus, which allows them to think creatively and come up with innovative solutions. In a state of high engagement, employees are more motivated to take on challenges, explore new ideas, and demonstrate higher creativity at work. This suggests that work engagement is an important element that encourages employees to contribute creatively. (Anwar & Ekhsan, 2024). When employees decide to make job adjustments, they tend to experience positive emotions that help them engage in work with passion, dedication, and deep involvement. These positive emotions drive creativity by generating a desire to explore and understand new information. In such conditions, employees who are emotionally and cognitively engaged are motivated to utilize their skills and expertise to

produce creative work performance (Aini, 2022). Job involvement acts as a mediator that directly links work creativity with job adjustment efforts. Employees who make job adjustments are more likely to be emotionally involved with their work, which includes enthusiasm, dedication, and deep focus. This condition encourages the emergence of innovative solutions and creativity at work. Resource search strategies that are part of job adjustment often have a positive impact on creativity by increasing job involvement. However, in some cases, resource search efforts that are not relevant to the task or that require more time and energy to understand can actually hinder the achievement of work goals. As a result, employee engagement can decrease, which ultimately has a negative impact on their level of creativity (Aini, 2022).

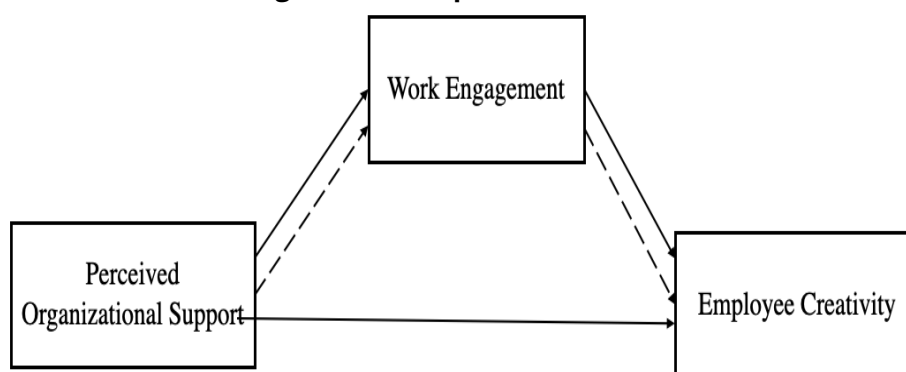
The mediating role of work engagement on perceived organizational support and employee creativity

Employee creativity and perceived organizational support may be mediated by work engagement. Employees are more likely to be engaged in their work when they perceive that the company supports them, which in turn increases their ability and willingness to innovate. In other words, organizational support perceived by employees not only provides a direct impetus for creative behavior, but also indirectly influences creativity through more intense work engagement. Through work engagement, organizational support has a dual impact that strengthens creativity, namely by providing a supportive environment and motivating employees to fully commit to their work. (Rahmayani & Wikaningrum, 2022). Employee creativity and perceived organizational support are linked by work engagement, which measures how invested and dedicated workers are to their jobs.

Employees are more likely to be involved in their work when they perceive that the company supports them. Their capacity to develop and come up with original ideas is subsequently fueled by this engagement. Workers will be more inclined to contribute creatively if they see that the company is supporting them both materially and emotionally. Employee creativity can benefit from increased work engagement brought about by the organization's support. In addition to raising employee engagement, fostering a supportive work environment inspires employees to think creatively and innovatively (Pri & Zamralita, 2018).

Based on this hypothesis, the description of this research model is as follows :

Figure 1. Conceptual Framework



METHODS

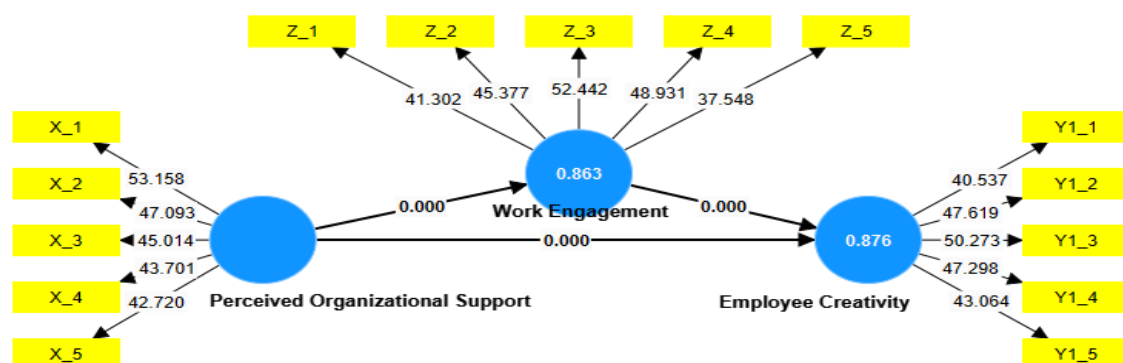
This study uses a quantitative approach with the SMART-PLS program for data analysis. SMART-PLS is used because it allows the analysis of complex latent variable relationships in the research model. The population in this study includes all individuals relevant to the object of research, such as farmers, agribusiness actors, or employees. A sample is a part of the population taken for analysis to describe the entire population.

The research respondents were individuals who met certain criteria according to the research objectives, such as farmers affected by land conversion or employees of certain organizations. The sampling method used probability sampling, namely a sampling method that gives the same probability to each element in the selected population. The sampling technique used was simple random sampling so that 123 respondents were obtained. Data were collected through a questionnaire designed using a Likert scale to measure research variables, as well as secondary data obtained from reports, literature, or related documents.

RESULTS

Hypothesis testing is done by looking at the path coefficient in the SmartPLS calculation through the Bootstrapping procedure to see the direct influence between variables. The following is a picture showing the model for testing the relationship between variables.

Figure 2. Structural Model (Source: SmartPLS4 Data Processing Results, 2025)



The Path Coefficient illustrates how strongly independent variables have a direct impact on dependent variables. The estimated value for path linkages in structural models that are evaluated using bootstrapping processes is known as the path coefficient. If the t-statistic value is higher than 1.979 at a significance level of 5% or the p-value is less than 0.05, the research hypothesis in this study can be declared accepted.

Table 1. Hypothesis Test Results

Hypothesis	Original sample (O)	T statistics (O/STDEV)	P values	Information
Perceived Organizational Support -> Employee Creativity	0.925	59.108	0.000	Positive & Significant
Perceived Organizational Support -> Work Engagement	0.929	62,603	0.000	Positive & Significant
Work Engagement -> Employee Creativity	0.387	3.716	0.000	Positive & Significant
Perceived Organizational Support -> Work Engagement -> Employee Creativity	0.360	3,745	0.000	Positive & Significant

Source: SmartPLS4 Data Processing Results, 2025

The following are the results of the statistical analysis calculations that have been displayed in the table above. The following data can be drawn:

1. The Influence of Perceived Organizational Support on Employee Creativity

With a t-value of 59.108 higher than the t-table value of 1.979 and a path coefficient value of 0.925, the p-value of 0.000 is less than the significance level of 0.05, according to the results of testing the relationship between the variable Perceived Organizational Support and Employee Creativity that are shown in the above table. Therefore, it can be said that hypothesis 1 of this study is accepted since perceived organizational support has a positive and significant impact on employee creativity and satisfies the necessary criteria.

2. The Influence of Perceived Organizational Support on Work Engagement

With a t-value of 59.108 higher than the t-table value of 1.979 and a path coefficient value of 0.925, the p-value of 0.000 is less than the significance level of 0.05, according to the results of testing the relationship between the variable Perceived Organizational Support and Employee Creativity that are shown in the above table. Therefore, it can be said that hypothesis 1 of this study is accepted since perceived organizational support has a positive and significant impact on employee creativity and satisfies the necessary criteria.

3. The Influence of Work Engagement on Employee Creativity

The t-count value of 3.716, which is higher than the t-table value of 1.979, and the path coefficient value of 0.387 for the Work Engagement variable on Employee Creativity, which is displayed in the above table, show that the p-value of 0.000 is less than the significance level of 0.05. Therefore, it can be said that hypothesis 3 of this study is accepted since work engagement has a positive and significant impact on employee creativity and satisfies the necessary criteria.

4. The Mediating Role of Work Engagement on Perceived Organizational Support and Employee Creativity

The results of testing the relationship between the Perceived Organizational Support variable and Employee Creativity with Work Engagement as an intervening variable are shown in the above table. The p-value of 0.000 is less than the significance level of 0.05, the t-count value of 3.745 is higher than the t-table value of 1.979, and the path coefficient value is 0.360. Based on these findings, it can be said that Work Engagement can significantly and favorably mediate the relationship between Perceived Organizational Support and Employee Creativity.

DISCUSSION

The Influence of Perceived Organizational Support on Employee Creativity

The greater the organizational support perceived by interns, the higher the level of creativity they display while working. Perceived organizational support can be understood as a perception that plays a role in managing, integrating, and spreading positive emotions within employees. This condition helps them work more effectively and efficiently. Thus, when perceived organizational support increases, it will encourage the emergence of positive emotions which ultimately have an impact on increasing employee creativity. (MAWADDAH, 2019). This is in line with research (Anggun Widia Utami, Widya Parimita, 2023) which states that Perceived organizational support is one of the important elements that influences how employees emotionally and cognitively assess their relationship with the organization, work, and their level of involvement. Employees who feel they have high organizational support are usually better able to demonstrate their involvement in work through a resilient attitude, strong dedication, and good well-being.

The Influence of Perceived Organizational Support on Work Engagement

Perceived organizational support encourages employees to have confidence that the company will provide the necessary assistance, both emotional and material, when they need it.

This perception is a valuable asset for employees, because it can strengthen their positive view of the company they work for. (Khalid & Luhur, 2024). Perceived organizational support has a significant influence on employee work engagement. This means that the higher the level of perceived organizational support, the greater the work engagement shown by employees. The perceptions held by employees, both positive and negative, play an important role in determining the extent to which they are fully involved in the work they do. Perceived organizational support also has a significant contribution in predicting the level of work engagement. When organizational support is perceived positively, the level of employee work engagement will increase. Conversely, if organizational support is perceived negatively, employee work engagement tends to decrease. (Mufarrikhah et al., 2020).

The Influence of Work Engagement on Employee Creativity

When employees are highly engaged in their work, their creativity tends to increase significantly. In addition, when employees are able to dedicate themselves to their work, whether through actions, thoughts, or emotions, and provide great energy to the tasks they do, this will encourage the emergence of creative behavior. Thus, it can be concluded that employees who feel deeply involved in their work tend to be more creative, which ultimately helps improve their overall performance. (Rasul Baharsyah & Nugrohoseno, 2021).

This is in line with the statement (Fadila & Uliani, 2020) Job engagement is characterized by high enthusiasm and psychological flexibility in carrying out tasks, accompanied by a strong sense of responsibility for the work, deep interest, high dedication, and the ability to face challenging tasks. In addition, this engagement also includes full concentration and a sense of pleasure when completing work.

Previous studies have shown that employee job engagement contributes to various positive outcomes for organizations, such as increased customer satisfaction, the creation of a good service climate, increased employee performance, customer loyalty, organizational financial performance, and better employee well-being. This work well-being can encourage employee intrinsic motivation, hone job-relevant skills, and enhance their creative abilities, which will ultimately support increased employee creativity.

The Mediating Role of Work Engagement on Perceived Organizational Support and Employee Creativity

Job engagement refers to a positive and intense mental state in an individual's relationship with their work, characterized by enthusiasm, dedication, and absorption. Enthusiasm describes a state in which a person has abundant energy, strong mental resilience, and a commitment to continue trying despite challenges. . Dedication reflects a deep level of involvement in the work, accompanied by a sense of importance, joy, motivation, satisfaction, and the ability to cope with any difficulties that may arise. Absorption, on the other hand, refers to a state in which a person is fully focused and deeply involved in a task, so that time seems to pass quickly and it is difficult to stop working.

This is in line with the statement (Shofy Chaerunnisa Zahara & Yuli Aslamawati, 2024) that work engagement is also the result of a person's cognitive evaluation of their ability to meet job demands. This is closely related to the individual's perception of themselves. The engagement process includes how a person motivates and enables themselves to achieve high performance in their professional activities. In addition, engagement involves not only cognitive aspects, but also emotions and behavior. This engagement is considered a development that arises from the habits and experiences of individuals in carrying out their work.

CONCLUSION

1. The Influence of Perceived Organizational Support on Employee Creativity
Perceived Organizational Support has a positive and significant influence on Employee Creativity. This is indicated by the p-value which is smaller than 0.05, the t-count which is larger than the t-table, and the path coefficient value of 0.925. Thus, the hypothesis stating that there is a positive influence is accepted.
2. The Influence of Perceived Organizational Support on Work Engagement
Perceived Organizational Support also has a positive and significant effect on Work Engagement. The p-value is smaller than 0.05, the t-count is greater than the t-table, and the path coefficient is 0.929, indicating that the hypothesis related to this effect is accepted.
3. The Influence of Work Engagement on Employee Creativity
Work Engagement has a positive and significant influence on Employee Creativity. This result is supported by a p-value that is smaller than 0.05, a t-count that is greater than the t-table, and a path coefficient of 0.387, which indicates that this hypothesis is accepted.
4. The Mediating Role of Work Engagement in the Relationship between Perceived Organizational Support and Employee Creativity
Work Engagement is proven to be able to mediate positively and significantly the relationship between Perceived Organizational Support and Employee Creativity . With a p-value smaller than 0.05, t-count greater than t-table, and a path coefficient of 0.360, the hypothesis related to this mediation role is also accepted.

SUGGESTION

1. Increase Organizational Support (POS): Provide rewards, facilities, and attention to employee well-being.
2. Encourage Work Engagement: Provide training, internal communication, and meaningful tasks to increase employee commitment.
3. Combine Support and Engagement: Create synergy through feedback, discussion space, and removing barriers to creativity.
4. Develop Supportive Leadership: Train managers to understand and motivate employees effectively.
5. Monitor and Evaluate: Conduct regular surveys to adjust strategies to employee needs.

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