
The Effect of Perceived Organizational Support and Psychological Empowerment On Employee Engagement and Its Impact On The Satisfaction of Administrative Employee in General Hospital Rsudza

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Abstract

This study examines the effect perceived organizational support and psychological empowerment on employee engagement and its impact on job satisfaction of administrative employees at General Hospital Dr. Zainoel Abidin Banda Aceh (RSUDZA). The population selected is administrative staffs in RSUDZA as many as 538 people, and sample is taken based on the purposive sampling method so that it produced a total of 230 respondents. The research model is analyzed using Structural Equation Modeling (SEM). The result of the study figures the condition of perceived organizational support, psychological empowerment, employee engagement and job satisfaction have been in the good range. The causality test proves Perceived organizational support has a positive and significant effect on employee engagement, Psychological Empowerment has a positive and significant effect on employee engagement, Perceived organizational support has a positive and significant effect on job satisfaction, Psychological empowerment on job satisfaction, and Employee engagement has positive and significant effect on job satisfaction, of administrative staffs in RSUDZA. These findings contribute academically in the renewal of the theory of causality and can be a reference for practical leaders, especially those in RSUDZA. The novelty of this research lies in the combination of previous research models, especially the presence of psychological empowerment that needs the special attention for the leaders to create the productive employees in General Hospital like RSUDZA. The limitation of the study is the number of variables studied and the scope of the study.

Keyword: Perceived Organizational Support, Psychological Empowerment, Employee Engagement, Job satisfaction.

1. Introduction

Regional General Hospital (RSUD) Dr. Zainoel Abidin Banda Aceh has a very important role in providing health services to meet the needs of the community. In carrying out its operational activities, the hospital is not only supported by health workers, both medical and non medical. But it is also supported by administrative staff who in their duties and functions largely determine the success of the hospital's public services. In detail, the hospital has 2.436 employees distributed in 7 types of personnel. The types of personnel in question are general

practitioners, specialist doctors, dentists, nurses, and other health workers, as well as administrative and clerical staff.

Job satisfaction becomes a very important element for employees, including employees of government agencies. Basically job satisfaction is an attitude or feeling that is expressed with feelings of pleasure and joy towards the actuality of life that is felt. Considering the importance of job satisfaction, various efforts can be made by the leadership of an agency in increasing employee job satisfaction, ranging from compensation policies, providing better work facilities and so forth. Measurement of employee job satisfaction in this study also uses a number of indicators including the attention received by employees, recognition of employee work, perceptions of salaries and benefits obtained, perceptions of leadership attitudes and employee evaluations of their relationship with leaders. In general, administrative staff have felt comfortable in the work environment at the agency, but there are still among employees who complain about working conditions that they consider less than ideal. But it cannot be denied that the job satisfaction of an employee is related to many things including employee engagement, perceived organizational support (psychological organizational support) and psychological empowerment.

Employee engagement among RSUDZA employees indicated an empirical problem. Some employees have a low attachment to work for which they are responsible. Not infrequently at certain times there is a buildup of work so that employees are unable to carry out work in a timely manner. While in the previous days, they seemed relaxed and seemed less concerned about the work they were supposed to complete quickly. This explicitly indicates that there are employees who do not live their work, are unhappy with the work being charged, and not all employees are enthusiastic about completing the assigned tasks.

Employee assessment of organizational support (perceived organizational support) and psikologi empowerment (psychological empowerment) are also relatively different from each other. This was revealed from the results of an initial interview that researchers had conducted with a number of administrative staff at the hospital. Some employees still have a poor assessment of the agency's organizational support in encouraging the smooth running of their duties. Even though all the required work facilities have been provided, there are still some among employees who have an assessment that their needs have not been met as a whole.

Regarding psychological empowerment some employees have a perception that they have not been psychologically empowered. The placement of work positions that are no longer appropriate with their educational background and competencies is an important indicator of the lack of psychological empowerment in the workplace. So that employees who are actually not interested in a particular field of work, must be able to adjust to the field of work because of work placement that does not refer to the interests and desires of employees. Differences in job satisfaction and employee engagement among administrative staff of the RSUDZA can certainly be related to their assessment of perceived organizational support and psychological empowerment.

2. Literature Study

Job Satisfaction

Job satisfaction can be expressed as an emotional condition of an employee who becomes or does not become a meeting point between the value of employee benefits and the organization with the level of service value desired by the employee concerned (Martoyo, 2015). Job

satisfaction can also be explained as a person's general attitude at work (Robins & Coulter, 2012). Job satisfaction becomes important to be possessed by someone in the work, with a high level of satisfaction in their work they will certainly work with enthusiasm and earnest and thus the target organization can be achieved properly. Job satisfaction has a dynamic nature, meaning that satisfaction is not a permanent situation because it can be influenced by various factors both from within and from outside the work environment. Thus a changing situation can also affect one's job satisfaction to go up or down depending on what he feels.

(Zainal, Hadad, & Ramly, 2019) explained job satisfaction is an assessment of a worker about how far the job as a whole satisfies their needs. Job satisfaction can also be interpreted as a general attitude which is the result of some special attitudes towards the factors of work, adjustment and also the social relations of individuals outside of work. The theory of job satisfaction is quite well known (Zainal, 2015) are as follows: Discrepancy theory, Equity theory, Two factor theory.

(Rivai & Mulyadi, 2003) expressed job satisfaction can be measured using indicators as follows: (1) Attention is obtained when doing a job; (2) Recognition obtained for work performed; (3) Salaries and / or benefits obtained when compared to similar work in other agencies; (4) The way leaders / superiors deal with their employees; and (5) Personal relationship between your supervisor / supervisor and employees.

Employee Engagement

According to (Koyuncu, Burke, & Fiksenbaum, 2006) employee engagement is expressed as a positive outlook characterized by passion, dedication and appreciation. Some statements from the research also reveal that what is meant by engagement is something that someone brings into his workplace, but there are several other studies that also state engagement is a phenomenon that results from several conditions in the workplace. (McPhie, 2008) illustrated that employee engagement is defined as a strong relationship between employees and their work, or the people who are in the place where he works. These employees find and gain a personal meaning in their work, take pride in what they also do and believe that the organization certainly values and appreciates the results of their work to support the success of the organization. The resulting positivity also increasingly moves the organization.

Employee engagement is also explained as an employee's willingness and ability to contribute continuously to the company's success. The sense of attachment to an organization or company is strongly influenced by several factors such as emotional and rational factors related to work and overall work experience (Perrin, 2003). Employee engagement related to employee work is often referred to as work engagement, which is the participation or enthusiasm of employees to work, which is manifested in the form of positive emotional attachment and employee commitment. (Dernovsek, 2008).

(Siddhanta & Roy, 2010) illustrated that one of the characteristics of employee engagement is stay, which means that employees have a strong desire to survive in the organization even though employees get other job offers that are more attractive from outside the organization. The indicator used to measure employee engagement is adopted from (Robinson, Perryman, & Hayday, 2004) which consists of (1) Living the job, (2) Happy with the work, (3) Feeling meaningful with the work done (4) Feeling enthusiastic about the work, and (5) When working neglected with other things besides work.

Perceived Organizational Support

Perceived Organizational Support (POS) expressed as employee beliefs about the extent to which an organization or company can appreciate the contribution of employees and care for their welfare (Kurtessis et al., 2015). *Perceived Organizational Support* it can also be considered as a global belief formed by each employee regarding their assessment of organizational policies and procedures that are formed based on their previous experience regarding organizational policies and procedures, resource reception, interactions with organizational agents (eg with supervisors) and their perceptions about the organization's concern for their well-being (Eisenberger, Huntington, Hutchonson, & Sowa, 1986). The form of organizational support determines the creation of POS so that many companies are increasingly fixing their support for employees both in terms of welfare and aspects related to health and personal life. This of course is all intended so that the employee feels increasingly has an attachment to the company or organization so that he is willing to work as hard as he can to advance his company or organization.

Engagement within the employee explained that there is a fairly strong relationship between the employee at work and the place or organization he works for. Employees or employees can find a personal meaning in their work, take pride in what they do and believe that the organization will appreciate and appreciate what they do. Support from organizations or companies will certainly affect them psychologically at work, with psychological conditions that tend to be positive, employees will be able to better provide the best abilities they can do to support company performance. Organizational support for employees is often referred to as perceived organizational support. Employees who feel the role and support of the organization for it will have a positive impact that tends to be in the form of attitudes and behavior that can help the organization or company in achieving its goals.

Measurement of perceived organizational support can use several indicators (Robinson et al., 2004) namely: (1) The organization cares about the opinions of employees; (2) The organization is concerned with employee welfare; (3) Organizations pay attention to the goals and values of employees; (4) The organization is willing to help employees when they have problems; (5) The organization will forgive the mistakes I make at work.

Psychological Empowerment

Psychological empowerment is defined as motivation in a person which is manifested in the four reflections of individual orientation cognition for their work, namely competence, impact, understanding and self-determination (Greenberg & Baron, 2007). Psychological empowerment can be said as an action that focuses on employees so that employees can develop the potential they have. Psychological empowerment is an intrinsic motivation that is planted in the four dimensions of an individual's awareness (cognition) of the orientation of his work role, which consists of meaning, self-efficacy, self-determination and impact.

By implementing a psychological empowerment it will certainly be able to support the organization in achieving its work role objectives, which consist of meaning, self-efficacy, self-determination and impact. (Spreitzer, 1995) also outlines empowerment as an increase in work motivation in a person. Competence refers to a sense of ability or self-mastery where a person has the ability to do his job well (Bandura, 2018). The impact of referrers on the level of success of a person in making a difference to achieve work goals as well as the ability to gain confidence to influence the performance of an organization or company.

Indicators used to measure psychological empowerment in this study consisted of (Greenberg & Baron, 2007): (1) Owned competencies are put to good use (Competence), (2)

Opportunities influence organizational performance (Impact), (3) work assigned in accordance with the wishes (meaning), (4) freedom to determine their own decisions at work (Self determination), and (5) freedom to determine the best way to complete a task (Self determination).

Research Paradigm

Based on the discussion of the problem and research literature, the researcher formulates the paradigm and research hypothesis as follows.

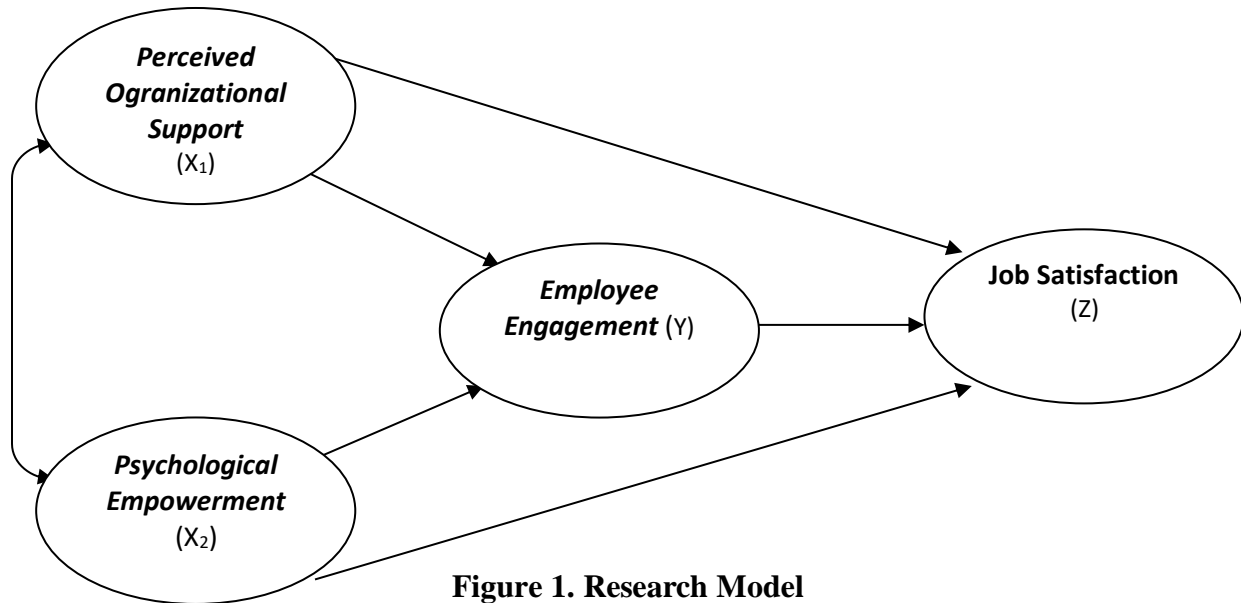


Figure 1. Research Model

- H1: Perceived organizational support, Psychological empowerment, employee engagement, and job satisfaction in the RSUDZA have been in good range.
- H2: Perceived organizational support effects employee engagement
- H3: Psychological empowerment effects employee engagement
- H4: Perceived organizational support effects job satisfaction
- H5: Psychological empowerment effects job satisfaction
- H6: Employee engagement effects job satisfaction
- H7: Perceived organizational support effects job satisfaction through employee engagement.
- H8: Psychological empowerment effects job satisfaction through employee engagement.

3. Research Method

This research was conducted at General Hospital RSUDZA located in Banda Aceh, Indonesia, while the object of research was 538 administrative staffs. The sample was determined by purposive sampling using the Slovin formula. Based on the result of Slovin calculation, the administrative staffs sampled were 230 people or 42.64 percent of the population.

Data were collected using questionnaires and interviews. The list of questions is asked and assessed using a Likert scale. Data were analyzed using Structural Equation Modeling (SEM) technique that utilizes Amos software. The SEM equation model is a set of statistical techniques

that allows simultaneous testing of relatively complex relationships (Hair, Hult, Ringle, & Sarstedt, 2016). SEM is able to enter latent variables into the analysis. Before testing the hypothesis, confirmatory factor analysis (CFA) test was needed to ensure that the indicators are fit (Silva & Alwi, 2008). To test mediation variables, this study used the Sobel test.

In this study, researchers built constructs for each variable studied based on previous theories, and the binding conditions for the measurement of organizational performance under study, namely:

1. Job Satisfaction with measurement indicators (1) Attention obtained when doing a job; (2) Recognition obtained for work performed; (3) Salaries and / or benefits obtained when compared to similar work in other agencies; (4) The way leaders / superiors deal with their employees; and (5) Personal relationship between your supervisor / supervisor and employees
2. Employee Engagement with measurement indicators (1) Live the job, (2) Happy with the work, (3) Feeling meaningful with the work done (4) Feeling enthusiastic about the work, and (5) When working neglected with something other than work.
3. Perceived Organization Support with measurement indicators (1) Organizations care about employee opinions; (2) The organization is concerned with employee welfare; (3) Organizations pay attention to the goals and values of employees; (4) The organization is willing to help employees when they have problems; (5) The organization will forgive the mistakes I make at work.
4. Psychological Empowerment with measurement indicators (1) Competencies possessed are put to good use (Competence), (2) Opportunities influence organizational performance (Impact), (3) work assigned according to desire (meaning), (4) freedom to determine their own decisions at work (Self determination), and (5) freedom to determine the best way to complete the task (Self determination).

5. Result and Discussion

Analysis of the structural model that explains the effect test between variables is presented in the following path diagram:

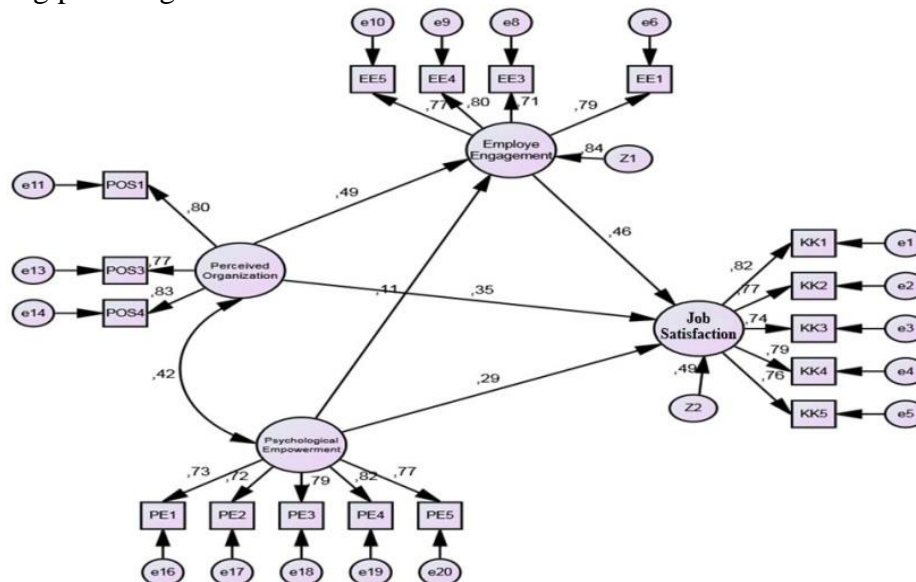


Figure 2. Full Structural Model Results

The results of testing the full structural model for all variables can be shown in the following table:

Table 1. Estimation Coefficient between Variables

		Estimate	C.R.	P
Employee Engagement	<--- Perceived Organization	.487	5.575	***
Employee Engagement	<--- Psychological Empowerment	.108	2.841	***
Job Satisfaction	<--- Employee Engagement	.463	6.789	***
Job Satisfaction	<--- Psychological Empowerment	.293	5.100	***
Job Satisfaction	<--- Perceived Organization	.348	5.102	***

Source: Primary Data (processed), 2020

By looking at the table above, it is understand that the exogenous construct (perceived organizational support and psychological empowerment) affects employee engagement and employee job satisfaction. In addition, employee management also affects employee job satisfaction. So that the existence of employee management can be interpreted as an intervening variable (intermediary) between employee job satisfaction on the one hand with perceived organizational support and psychological empowerment on the other. In other words, the effect of perceived organizational support and psychological empowerment on employee job satisfaction does not only occur directly (direct effect), but also can occur indirectly (indirect effect) through employee engagement as an intermediary variable. Comparison of direct effects and indirect effects between these variables can be seen in the following table.

Table 2. Direct and Indirect Effect

Effect Type	Analyzed Variables	Coefficient Lane	The amount of influence
direct effect	Perceived organizational support (X ₁) for employe engagement (Y)	0.487	23.72%
	Psychological empowerment (X ₂) on employee engagement (Y)	0.108	1.17%
	Perceived organizational support (X ₁) on job satisfaction (Z)	0.348	12.11%
	Psychological empowerment (X ₂) on job satisfaction (Z)	0.293	8.58%
	Employee engagement (Y) on job satisfaction (Z)	0.463	21.44%
indirect effect	Perceived organizational support (X ₁) on job satisfaction (Z) through employee engagement (Y)	(0.487 x 0.463)	22.55%
	Psychological empowerment (X ₂) on job satisfaction (Z) through employee engagement (Y)	(0.108 x 0.463)	5.00%

Source: Primary Data (processed), 2020

Analysis of Job Satisfaction, Employee Engagement, Perceived Organizational Support and Psychological Empowerment

The formulation of the problem, objectives and the first research hypothesis are related to the descriptive description of each research variable namely employee job satisfaction, employee engagement, perceived organizational support and psychological empowerment. Employee ratings on each of these variables are based on the answers of respondents on the choices in the questionnaire. They choose the answers in all statement items for each research variable.

As explained earlier, the average value of the job satisfaction score indicates a figure of 3.683. This number is in the interval 3.41-4.20 for both categories. Thus it can be interpreted that most administrative staff of the RSUDZA have found satisfaction in working. However, not a few of them have not found job satisfaction. This is as explained earlier that there are some employees who also choose answer choices that are less satisfied and dissatisfied with each statement related to job satisfaction. The average value of employee engagement scores, perceived organizational support and psychological empowerment are also at intervals of 3.41-4.20 as shown in the following table.

Table 3. Recapitulation of Description of Each Variable

Variable	Average score	Category	Information
Kepuasan Kerja	3.683	3.41 – 4.20	Good
Employee engagement	3.714	3.41 – 4.20	Good
Perceived organizational support	3.746	3.41 – 4.20	Good
Psychological empowerment	3.769	3.41 – 4.20	Good

Source: Questionnaire / Primary Data (Processed), 2020

Based on the table above it is understand that in general job satisfaction, employee engagement, perceived organizational support and psychological empowerment of employees are in the good category. Although there are some among those who are included in the category of not good only a small part of the total number of employees. Thus the first hypothesis (H_1) which states the conditions of employee job satisfaction, employee engagement, perceived organizational support and psychological empowerment in Banda Aceh Regional General Hospital are acceptable.

Analysis of the effect of perceived organizational support on employee engagement

Perceived organizational support (POS) positively and significantly affected employee engagement of Banda Aceh Regional Public Administration staff with a coefficient of influence of 0.487 with a significance value of p-value of 0.001. Referring to the estimated coefficient, POS direct effect on employee engagement is 23.72%. This means that employees who have a good perception of organizational support in the hospital will have a better engagement than employees who have a bad perception of organizational support. The better the assessment of organizational support, the higher the employee engagement. Conversely, when the assessment of organizational support decreases, then these conditions also cause a decrease in employee engagement. Thus there is a direct and significant relationship between POS and employee engagement. Referring to the explanation above, the second hypothesis (H_2) which suspects

perceived organizational support has a significant effect on employee engagement of RSUDZA staff.

Analysis of the Effect of psychological empowerment on employee engagement

Psychological empowerment also has a positive and significant effect on employee engagement with an influence coefficient of 0.108 with a p-value significance of 0.001. The direct influence of psychological empowerment on employee engagement 1.17 percent. This means that psychological empowerment has a positive impact on increasing employee engagement. The better the evaluation of psychological empowerment will be the higher the engagement of employees in Banda Aceh Regional General Hospital. In other words, employees who feel psychologically empowered have a stronger engagement with the hospital compared to other employees who feel less or not psychologically empowered. Referring to the explanation above, the third hypothesis (H₃) which states psychological empowerment has an effect on employee engagement of Banda Aceh Regional General Hospital can be accepted.

Analysis of the Effect of Perceived Organizational Support on Employee Job Satisfaction

Perceived organizational support positively and significantly also influences job satisfaction of administrative staff of RSUDZA with a coefficient of influence of 0.384 and a significance value of p-value of 0.001. The direct effect of POS on job satisfaction is 12.11%. Employees who have a relatively good assessment of organizational support in connection with their existence in the hospital, will have relatively higher job satisfaction compared to other employees. Conversely, when the perception of organizational support decreases, then these conditions adversely affect employee job satisfaction. So that the relationship between employee job satisfaction on the one hand with POS on the other hand is also direct and significant. Referring to the explanation above, the fourth hypothesis (H₄) which states that Perceived organizational support influences job satisfaction of administrative staff of RSUDZA can be accepted.

Analysis of the Effect of Psychological Empowerment on Employee Job Satisfaction

Psychological empowerment positively and significantly influences employee job satisfaction with an influence coefficient of 0.293 with a p-value significance of 0.001 < 0.05. The direct effect of psychological empowerment on employee job satisfaction was 8.58%. This can be interpreted that employees who feel psychologically empowered will have better job satisfaction compared to other employees who do not feel psychological empowerment. Conversely, when employees feel psychologically empowered, then these conditions have an impact on decreasing job satisfaction. In other words, the better psychological empowerment the higher job satisfaction of employees. Conversely, a decrease in psychological empowerment has a significant impact on reducing job satisfaction. Referring to the explanation above, the fifth hypothesis (H₅) which states psychological empowerment has an effect on job satisfaction of administrative staff at the RSUDZA.

Analysis of the Effect of Employee Engagement on Employee Job Satisfaction

As with psychological empowerment and perceived organizational support, employee engagement also has a positive and significant effect on job satisfaction of administrative staff at the RSUDZA. Statistically the existence of a positive and significant effect is indicated by the coefficient of influence of 0.463 and a significance value of p-value of 0.001. Employees with high involvement or attachment to the hospital found that job satisfaction was also higher. Referring to the description above, the sixth hypothesis (H_6) which states, employee engagement has an effect on job satisfaction of administrative staff in RSUDZA can be accepted.

Analysis of the effect of perceived organizational support on employee job satisfaction through Employee Engagement

The effect of POS on employee job satisfaction does not only occur directly, but also indirectly through employee engagement as an intervening variable. As explained earlier, the direct effect of the POS variable on employee job satisfaction was 12.11%, then the indirect effect of the variable involving employee engagement as an intervening variable on job satisfaction was 22.55%, greater than the direct effect. This means that employee engagement strengthens the effect of POS on employee job satisfaction.

Testing the mediating effect of employee engagement as an intermediary variable between POS and employee job satisfaction refers to opinions (Baron & Kenny, 1986), which is done by three-stage regression. The results of the first stage of regression indicate that the effect of POS on employee engagement is significant with a sig of 0,000. Furthermore, the results of the second stage of regression show that the effect of POS on job satisfaction is also significant with a sig value of 0,000. Furthermore, the results of the third stage of the regression test the effect of POS and employee engagement simultaneously on employee job satisfaction also significant sig value of each of 0.001.

The effect of POS on employee engagement is significant, and the effect of POS on employee job satisfaction is also significant. Furthermore, the results of testing simultaneously the effect of POS and employee engagement on job satisfaction (illustrated in the dotted line) are also significant with a significance value of 0.001 each. This means that the employee engagement mediating effect as an intermediary variable between POS and employee job satisfaction is a partial mediation. So the seventh hypothesis (H_7) which states, perceived organizational support influences job satisfaction of administrative staff of RSUDZA through employee engagement as an intervening variable that can be accepted.

Analysis of the Effect of Psychological Empowerment on employee job satisfaction through Employee Engagement

The influence of psychological empowerment on employee job satisfaction in addition to happening directly, can also be through employee engagement as a mediating variable or intermediary. As explained earlier, the direct effect of psychological empowerment on job satisfaction was 8.58 percent, and the indirect effect of the variable involved employee engagement as an intermediate variable of 5.0 percent, smaller than the direct effect. This means that employee engagement does not strengthen the influence of psychological empowerment on job satisfaction of administrative staff at the RSUDZA.

Testing the mediating effect of employee engagement as an intermediary variable between psychological empowerment and employee job satisfaction refers to the opinion of Baron and Kenny (1986), which is done by three-stage regression. The first stage regression results show

that the influence of psychological empowerment on employee engagement is significant with a sig value of 0.000. Furthermore, the results of the second stage of the regression indicate that the influence of psychological empowerment on job satisfaction is also significant with a sig value of 0.000. Furthermore, the results of the third stage of the regression test the effect of psychological empowerment and employee engagement simultaneously on job satisfaction also shows that the two variables significantly influence each sig value of 0.001.

The influence of psychological empowerment on employee engagement and employee job satisfaction is significant. Furthermore, the results of testing simultaneously the effect of psychological empowerment and employee engagement on employee job satisfaction is also significant (illustrated in a dotted line). This means that the mediating effect of employee engagement as an intermediary variable between psychological empowerment and job satisfaction is also a partial mediation. So the eighth hypothesis (H8) which states, psychological empowerment influences the job satisfaction of administrative staff in the RSUDZA through employee engagement as an intervening variable can be accepted.

6. Conclusions

The results of the study finds that in general administrative staff working at the RSUDZA has asatisfaction at work. In addition, in general they also have a positive attitude to the values prevailing at the hospital. Their assessment of perceived organizational support and psychological empowerment in relation to their existence as hospital employees has also been classified as good. However, it is inevitable that there are still among those who have low job satisfaction and engagement and have a poor assessment of organizational support and psychological empowerment. Those who belong to this group are only a small part of the total number of employees.

Perceived organizational support has a positive and significant effect on employee engagement of RSUDZA administration staff. Employees who have a good perception of organizational support will tend to have an engagement or positive attitude towards the values adopted by the hospital. Conversely, when the assessment of organizational support is not good, then the condition has an impact on decreasing engagement among employees.

Psychological empowerment has a positive and significant effect on employee engagement of RSUDZA administration staff. The better the employee's assessment of psychological empowerment the more positive their attitude to the values prevailing in the hospital. Conversely, positive attitudes or employee engagement will decrease when they feel psychologically empowered.

Perceived organizational support has a positive and significant effect on job satisfaction of RSUDZA administration staff. The better the employee's assessment of the hospital's organizational support, the higher their job satisfaction will be. Instead the assessment of organizational support decreases, then these conditions have a negative impact on employee job satisfaction.

Psychological empowerment has a positive and significant impact on job satisfaction of administrative staff at the RSUDZA. Employees who are psychologically empowered have job satisfaction better than those who are not empowered. Conversely, when psychological empowerment is considered unfavorable or there is no empowerment at all, then these conditions can adversely affect employee job satisfaction.

Employee engagement has a positive and significant effect on job satisfaction of RSUDZA staff. Employees who feel empowered are better than employees who are not empowered at

work. Conversely, when empowerment is considered poor or there is no empowerment at all, then these conditions can be a barrier to the emergence of innovative work behavior.

Perceived organizational support has an effect on job satisfaction of RSUDZA staff through employee engagement. The mediating effect raised by employee engagement as a mediating variable between the two variables is partial mediation. This means that the positive and significant impact of perceived organizational support on employee job satisfaction can occur with or without involving employee management as an intermediary variable.

Psychological empowerment affects the job satisfaction of administrative staff at RSUDZA through employee engagement. The mediating effect raised by employee engagement as a mediating variable between the two variables is partial mediation. This means that a positive and significant impact of psychological empowerment on employee job satisfaction can occur with or without involving employee management as an intermediary variable.

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