



The Role of Work Engagement in Linking Perceived Organizational Support to Sustainable Employee Performance: A Conceptual Framework

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Abstract

Purpose – This paper explores how work engagement may function as a linking mechanism between perceived organizational support and sustainable employee performance, an issue that has received limited attention in previous studies. Despite extensive research on organizational support and employee performance, prior studies remain fragmented and have largely overlooked the integration of work engagement as a mediating mechanism, particularly in explaining sustainable employee performance as a long-term outcome.

Design/methodology/approach – This study adopts a conceptual approach by synthesizing relevant literature in human resource management and organizational behavior. The analysis focuses on identifying key constructs, theoretical relationships, and underlying mechanisms that explain how perceived organizational support influences sustainable employee performance through work engagement.

Findings – The conceptual synthesis suggests that perceived organizational support enhances employees' psychological resources, leading to higher levels of work engagement. Work engagement is positioned as a central mediating mechanism that translates organizational support into sustainable employee performance by fostering motivation, dedication, and proactive behavior. The model highlights the importance of engagement in bridging organizational practices and long-term performance outcomes.

Originality/value – This study contributes by addressing the existing research gap through integrating perceived organizational support, work engagement, and sustainable employee performance into a unified conceptual framework. It extends prior literature by emphasizing sustainable employee performance as a long-term construct and provides directions for future empirical research in sustainable human resource management.

Keywords – Perceived Organizational Support; Work Engagement; Sustainable Employee Performance; Conceptual Framework

1. INTRODUCTION

Rapid organizational changes and increasingly dynamic work environments have shifted managerial attention toward sustaining employee performance over time. Sustainable employee performance (SEP) has therefore become an important concern in human resource management, referring to employees' ability to maintain consistent performance while adapting to evolving organizational demands. Rather than focusing solely on short-term productivity, organizations increasingly emphasize long-term performance

sustainability to maintain competitiveness and organizational effectiveness. [1], [2], [3], [4], [5]

Among the various determinants of employee performance, work engagement has been widely recognized as a key psychological mechanism that drives employee behavior and performance outcomes. Work engagement, characterized by vigor, dedication, and absorption, reflects a positive and fulfilling work-related state that encourages employees to contribute beyond formal job requirements. Empirical evidence suggests



that engaged employees tend to demonstrate higher productivity, stronger commitment, and improved performance outcomes, particularly in rapidly changing and competitive organizational environments. [6], [7], [8]

Previous research has also confirmed that work engagement plays a significant role in enhancing employee performance. Employees who are emotionally and cognitively connected to their work are more likely to exhibit higher levels of job performance, creativity, and organizational commitment. In addition, engagement has been identified as a mediating mechanism that translates psychological conditions into tangible performance outcomes, reinforcing its central role in organizational performance models.[8], [9], [10], [11]

In addition to psychological factors, perceived organizational support (POS) has been identified as a crucial antecedent of employee attitudes and behaviors. POS refers to employees' perceptions regarding the extent to which the organization values their contributions and cares about their well-being. Based on Social Exchange Theory, employees tend to reciprocate organizational support through increased engagement, commitment, and performance.[12], [13], [14], [15]

Despite the extensive literature on employee performance, most prior studies focus primarily on short-term outcomes such as job performance, job satisfaction, and organizational commitment. However, limited attention has been given to sustainable employee performance as a long-term construct that integrates productivity, adaptability, and employee well-being.[2], [5], [16]

Although previous studies have examined work engagement in relation to short-term outcomes, limited attention has been given to its role in fostering sustainable employee performance. Furthermore, limited research has integrated work engagement as a mediating mechanism in explaining how perceived organizational support

translates into sustainable performance. This indicates a significant research gap.[17], [18]

From a theoretical perspective, employee engagement has been widely acknowledged as a key driver of long-term organizational success. Organizations that successfully foster employee engagement are more likely to sustain high performance through enhanced commitment, innovation, and proactive behavior. Engagement-driven organizational cultures have been shown to strengthen the link between organizational practices and performance outcomes .[19][20] Moreover, employee well-being plays a crucial role in supporting long-term performance, as it enhances employees' resilience, motivation, and ability to maintain consistent performance over time.[21] [22], [23]

Therefore, this study aims to develop a conceptual framework explaining the role of work engagement in linking perceived organizational support to sustainable employee performance.

2. LITERATURE REVIEW

2.1 Perceived Organizational Support (POS)

Previous studies consistently describe perceived organizational support (POS) as employees' perception of organizational care, appreciation, and recognition toward their contributions and well-being. Drawing upon Social Exchange Theory (SET), POS reflects a reciprocal relationship in which employees tend to respond positively when organizations provide support, fairness, and recognition. More importantly, recent evidence suggests that POS influences not only employee attitudes but also long-term behavioral outcomes, including engagement and performance sustainability.[12], [13], [24], [25]

However, despite extensive research on POS, prior studies have primarily focused on short-term employee outcomes, with limited attention given to its role in



fostering long-term and sustainable performance.

2.2 Work Engagement (WE)

Work engagement is defined as a positive, fulfilling work-related state characterized by vigor, dedication, and absorption. According to the Job Demands–Resources (JD-R) model, work engagement is influenced by job resources, including organizational support, leadership, and work environment.

Highly engaged employees demonstrate greater enthusiasm, persistence, and focus in their work. Previous studies confirm that work engagement significantly improves employee performance, well-being, and organizational outcomes. [6], [7], [8], [10] Furthermore, engagement plays a crucial role in transforming organizational inputs into behavioral and performance outcomes. Nevertheless, existing literature remains fragmented, as most studies emphasize the direct effects of engagement on performance while overlooking its potential role in explaining sustainable employee performance as a long-term outcome.

2.3 Sustainable Employee Performance (SEP)

Sustainable Employee Performance (SEP) refers to employees' ability to maintain consistent and high-quality performance over time while adapting to changing organizational demands and maintaining well-being.

Unlike traditional performance measures, SEP emphasizes:

Long-term productivity

Adaptability

Psychological well-being

Recent literature suggests that sustainable performance is influenced by multiple factors, including leadership, motivation, organizational culture, and psychological resources. However, the integration of these factors into a unified model remains limited.[1], [2], [3], [4], [5]

Despite this growing interest, the concept of sustainable employee performance remains underdeveloped, particularly in terms of integrating organizational and psychological factors into a comprehensive framework.

2.4 Relationship Between POS, WE, and SEP

POS → Work Engagement

POS acts as a critical job resource that enhances employees' psychological conditions, leading to higher levels of engagement. Employees who feel supported are more likely to be motivated and committed to their work.[12], [13], [17]

Work Engagement → SEP

Work engagement promotes sustained effort, resilience, and proactive behavior, which are essential for maintaining long-term performance.[8], [10], [11], [26]

POS → SEP

Organizational support directly influences employee performance by creating a supportive work environment that enhances productivity and motivation.[20], [27]

POS → WE → SEP

Work engagement acts as a mediating mechanism that explains how organizational support is translated into sustainable performance outcomes. [15], [28], [29], [30], [31], [32]

2.5 Conceptual Framework and Hypotheses

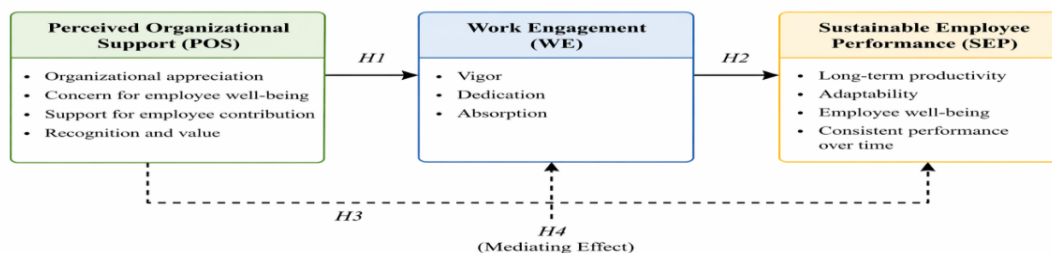




Fig 1. Conceptual Framework of the Study

Hypotheses Development

H1: Perceived Organizational Support positively influences Work Engagement. Perceived organizational support provides psychological and emotional resources that enhance employee motivation and engagement.

H2: Work Engagement positively influences Sustainable Employee Performance.

Employees with high levels of engagement are more likely to maintain consistent performance over time.

H3: Perceived Organizational Support positively influences Sustainable Employee Performance.

Organizational support directly contributes to improved employee performance through enhanced working conditions and motivation.

H4: Work Engagement mediates the relationship between Perceived Organizational Support and Sustainable Employee Performance.

Work engagement serves as a psychological mechanism that translates organizational support into sustainable performance outcomes.

3. METHODOLOGY

3.1 Research Design and Approach

This research adopts a conceptual design aimed at developing a theoretical framework that explains the role of work engagement in linking perceived organizational support to sustainable employee performance. A conceptual approach is appropriate as it allows for the systematic integration of existing theories and empirical findings to build a comprehensive understanding of the relationships among variables.

The study is grounded in two major theoretical perspectives: Social Exchange Theory (SET) and the Job Demands–

Resources (JD-R) model. SET explains that employees reciprocate organizational support with positive attitudes and behaviors, while the JD-R model emphasizes that organizational resources, such as support, enhance employee engagement and ultimately lead to sustainable performance outcomes. [14], [25], [26]

3.2 Data Sources and Search Strategy

The data used in this study are derived from secondary sources, specifically peer-reviewed journal articles indexed in Scopus (Q1 and Q2). The study focuses on literature published between 2022 and 2026 to ensure relevance and alignment with current research developments.

Relevant studies were retrieved from the Scopus database through a keyword-based search strategy focusing on organizational support, work engagement, and sustainable employee performance.

The inclusion criteria were:

Articles published in peer-reviewed journals

Indexed in Scopus (Q1 and Q2 preferred)

Relevant to the variables: POS, Work Engagement, and Sustainable Employee Performance

Written in English

3.3 Literature Selection Process (PRISMA Approach)

This study employs a Systematic Literature Review (SLR) using the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) framework to ensure a structured and transparent selection process.

The PRISMA approach is widely recognized for enhancing methodological rigor, ensuring systematic identification, screening, and inclusion of relevant studies in literature-based research.

The article selection process is summarized as follows:

Initial identification: 120 articles
After removing duplicates: 90 articles
Screening based on relevance: 65 articles
Eligibility assessment: 40 articles
Final inclusion: 30 articles
During the screening stage, articles were evaluated based on title and abstract relevance, while the eligibility stage involved full-text assessment to ensure alignment with the research objectives and inclusion criteria.

Articles were excluded if they did not meet the relevance criteria, lacked empirical or theoretical contribution, or were not aligned with the core variables of this study (POS, Work Engagement, and Sustainable Employee Performance).

This process ensures transparency, reduces selection bias, and enhances the reliability of the literature synthesis.

This systematic process enhances the rigor, transparency, and reproducibility of the study.[16]

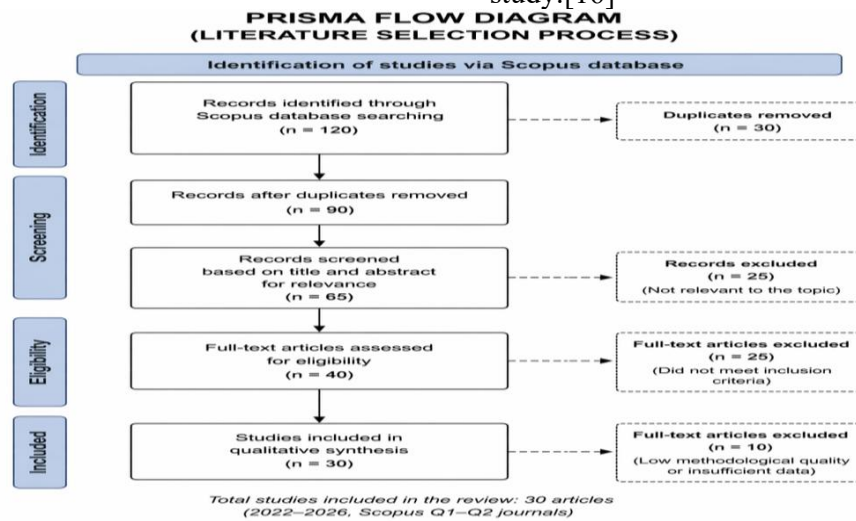


Fig 2. PRISMA flow diagram of Literature Selection Process

3.4 Unit of Analysis

The unit of analysis in this study is **scientific literature**, particularly journal articles that examine relationships among perceived organizational support, work engagement, and employee performance.

3.5 Data Analysis Technique

This study employs a **thematic analysis approach** to synthesize findings from selected literature. The analysis focuses on identifying patterns, relationships, and theoretical insights relevant to the research objectives.

The analytical process includes:

Categorizing articles based on variables (POS, WE, SEP)

Identifying relationships among variables

Integrating theoretical frameworks (SET and JD-R)

Developing a conceptual framework

Thematic analysis enables a systematic understanding of how perceived organizational support influences sustainable employee performance through work engagement.

3.6 Validity and Rigor

To ensure the rigor of the study, this research applies a **triangulation approach** by integrating multiple theoretical perspectives and empirical findings across different studies. The use of high-quality Scopus-indexed journals further enhances the validity and reliability of the conceptual framework.

3.7 Summary of Selected Literature

No	Author (Year)	Theory	Method	Key Findings
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1	Hendri (2025)	SET	SLR (PRISMA)	SEP influenced by multiple factors
2	Pandey & Sushil (2024)	Engagement Theory	Review	Engagement supports sustainability
3	Noor et al. (2025)	JD-R	SEM-PLS	WE mediates performance
4	Lukito et al. (2025)	HRM Theory	SEM-PLS	HR factors influence SEP
5	Anggara & Kasmir (2025)	GHRM	SEM-PLS	WE mediates sustainability
6	Kurniasih et al. (2026)	JD-R	PLS-SEM	WE strengthens performance
7	Sypniewska et al. (2023)	JD-R	Survey	WE improves performance and sustainability
8	Jimoh et al. (2025)	SET	SEM	POS significantly enhances work engagement and employee performance
9	Cahyadi et al. (2025)	SHRM / JD- R	SEM-PLS	Strategic HR practices improve work engagement and organizational outcomes
10	Aji et al. (2024)	Engagement Theory	Survey	Work engagement positively influences employee performance and productivity

Fig 3. Summary of Selected Literature

3.8 Conceptual Framework Development

Based on the synthesis of the literature, this study develops a conceptual framework that positions:

- **Perceived Organizational Support (POS)** as an independent variable
- **Work Engagement (WE)** as a mediating variable
- **Sustainable Employee Performance (SEP)** as a dependent variable

The framework explains how organizational support enhances psychological resources, which increase work engagement and ultimately lead to sustainable performance outcomes.

4. RESULTS AND DISCUSSION

4.1 Results of Literature Synthesis

Based on the systematic literature review, this study identifies three main constructs: Perceived Organizational Support (POS), Work Engagement (WE), and Sustainable Employee Performance (SEP). The findings indicate consistent patterns across the selected studies, demonstrating that organizational support, psychological engagement, and performance sustainability are strongly interconnected.

The synthesis reveals that perceived organizational support functions as a critical organizational resource that enhances employees' psychological conditions. Employees who perceive higher levels of organizational support tend to experience increased motivation, emotional attachment, and engagement in

their work. This finding aligns with the principles of Social Exchange Theory, where employees reciprocate organizational support with positive attitudes and behaviors. [12], [13], [27]

Furthermore, the results show that work engagement emerges as a central psychological mechanism that mediates the relationship between organizational support and employee outcomes. Work engagement, characterized by vigor, dedication, and absorption, has been consistently associated with improved performance, well-being, and long-term organizational outcomes . [8], [10], [11], [26]

In addition, the findings highlight that sustainable employee performance is influenced not only by direct organizational factors but also by psychological and behavioral mechanisms. Studies indicate that sustainable performance involves long-term productivity, adaptability, and employee well-being, which are significantly shaped by engagement and organizational support .[1], [2], [5]

This pattern suggests that engagement could function as a strategic psychological resource rather than merely an employee attitude.

4.2 Summary of Key Findings

No	Relationship	Findings	Source
1	POS → Work Engagement	POS significantly increases engagement	Multiple studies
2	Work Engagement → Performance	WE improves performance outcomes	Literature synthesis
3	Work Engagement → SEP	WE contributes to long-term performance	Recent studies
4	POS → Performance	POS enhances performance directly	Empirical studies
5	POS → WE → SEP	WE acts as mediator	Conceptual synthesis

Fig 4. Key Findings from Literature Synthesis

4.3 Discussion

4.3.1 The Role of Perceived Organizational Support

The findings confirm that perceived organizational support plays a fundamental

role in shaping employee attitudes and behaviors. Consistent with Social Exchange Theory, employees who perceive strong organizational support are more likely to reciprocate through increased commitment, motivation, and engagement. This reinforces the idea that organizational support is not only a structural factor but



also a psychological driver of employee behavior.[12], [24], [25]

4.3.2 Work Engagement as a Mediating Mechanism

One of the key contributions of this study is the identification of work engagement as a central mediating mechanism. The findings demonstrate that organizational support alone is insufficient to generate sustainable performance unless it is translated into employee engagement.

This result is strongly supported by the Job Demands–Resources (JD-R) model, which explains that organizational resources (such as support) enhance work engagement, which in turn leads to improved performance outcomes.[8], [10], [11], [26] Thus, work engagement acts as a “psychological bridge” that connects organizational practices with employee performance.

4.3.3 Sustainable Employee Performance as a Long-Term Outcome

The findings also emphasize that sustainable employee performance differs from traditional performance measures. While prior studies focus on short-term outcomes, this study highlights that sustainable performance includes:

- Long-term productivity
- Adaptability
- Employee well-being

This aligns with recent literature suggesting that organizations must adopt a sustainability-oriented perspective in managing employee performance.[1], [2], [5]

4.3.4 Integration of POS, WE, and SEP

This study provides a comprehensive integration of perceived organizational

support, work engagement, and sustainable employee performance into a unified framework. The model suggests that:

- Organizational support → enhances psychological resources
- Psychological resources → increase engagement
- Engagement → drives sustainable performance

This integrated framework addresses the fragmentation found in previous studies and offers a more holistic understanding of employee performance. [17], [18], [32]

These findings indicate that work engagement is not merely an outcome of organizational support but functions as a critical mechanism that determines whether organizational resources can be effectively translated into sustainable performance outcomes.

4.4 Theoretical Contributions

This study contributes to the literature in several ways:

1. Extends Social Exchange Theory by linking POS to sustainable performance
2. Strengthens the JD-R model by emphasizing engagement as a mediator
3. Introduces sustainable employee performance as a long-term outcome

4.5 Practical Implications

The findings suggest that organizations should:

- Enhance organizational support systems
- Foster employee engagement strategies



- Focus on long-term performance sustainability

Organizations that prioritize employee engagement are more likely to achieve sustained performance outcomes.

Despite these findings, Prior studies generally confirm a positive relationship between perceived organizational support, work engagement, and employee performance, yet inconsistencies persist regarding whether these effects are direct or mediated. Specifically, some studies emphasize the direct influence of perceived organizational support on performance, while others highlight the mediating role of psychological mechanisms such as work engagement and well-being, resulting in fragmented empirical conclusions.

Although work engagement is widely recognized as a key predictor of employee performance, its role in fostering sustainable employee performance remains underexplored, as most existing studies predominantly focus on short-term outcomes rather than long-term performance sustainability. This limitation restricts the understanding of how engagement contributes to continuous performance over time within dynamic organizational contexts.

Furthermore, the lack of integrative models combining organizational, psychological, and behavioral factors has led to theoretical fragmentation and conceptual ambiguity in explaining how organizational practices translate into sustainable performance outcomes. Existing models often examine these variables in isolation, thereby limiting their explanatory power in capturing the complexity of employee performance sustainability.

This study addresses these gaps by proposing an integrated conceptual framework that positions work engagement

as a central mediating mechanism linking perceived organizational support to sustainable employee performance. By integrating Social Exchange Theory and the Job Demands–Resources model, this study provides a more comprehensive and theoretically grounded explanation of the mechanisms underlying sustainable performance.

In addition, this study highlights the importance of contextual factors, such as organizational culture, leadership style, and industry characteristics, which may influence the strength and direction of these relationships. Therefore, future research is encouraged to incorporate these contextual variables to enhance the generalizability and robustness of the proposed framework.[27], [28], [29], [30], [31]

1. CONCLUSION

This study develops a conceptual framework that explains how work engagement may function as a connecting mechanism between perceived organizational support and sustainable employee performance. The literature synthesis suggests that organizational support may strengthen employees' psychological conditions, which in turn can encourage higher engagement and contribute to more sustainable performance outcomes.[1], [8], [26]

The results demonstrate that work engagement functions as a central mediating mechanism that translates organizational support into sustainable employee performance. While previous studies have primarily focused on short-term performance outcomes, this study highlights the importance of adopting a long-term perspective by emphasizing sustainable employee performance as a multidimensional construct that includes productivity, adaptability, and employee well-being.



From a theoretical perspective, this study contributes by integrating Social Exchange Theory and the Job Demands–Resources model to explain the relationship between organizational support, engagement, and performance sustainability. This integration provides a more comprehensive understanding of how organizational resources influence employee behavior and long-term outcomes.

In terms of practical implications, organizations are encouraged to strengthen perceived organizational support and develop engagement-driven strategies to ensure sustained employee performance. By fostering supportive work environments and enhancing employee engagement, organizations can achieve long-term success and resilience in increasingly dynamic and competitive environments.

However, this study has limitations as it is based on a conceptual approach using secondary data. Therefore, future research is recommended to empirically test the

proposed framework using quantitative methods such as Structural Equation Modeling (SEM) or SmartPLS. Further studies may also explore additional variables, such as leadership style, organizational culture, or employee well-being, to extend the understanding of sustainable employee performance.

Overall, this study provides a foundation for future empirical validation and contributes to the growing body of literature on sustainable human resource management.

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