



Family Support as a Mediator between Perceived Organizational Support and Work Engagement among Female Workers

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Abstract

This study aims to examine the mediating role of family support in the relationship between perceived organizational support and work engagement among female workers in the textile industry. A quantitative approach was employed using regression analysis and mediation testing through Hayes' PROCESS Model 4. Perceived organizational support was measured using the scale developed by Rhoades and Eisenberger, family support was assessed based on Friedman's dimensions of emotional, instrumental, informational, and appraisal support, and work engagement was measured using the Utrecht Work Engagement Scale (UWES), which includes vigor, dedication, and absorption. The results indicated that perceived organizational support had a significant direct effect on work engagement and an indirect effect through family support. The relationship between perceived organizational support and work engagement was significantly mediated by family support. These findings suggest that strengthening organizational support and fostering supportive family environments are important strategies to enhance work engagement among female workers.

Keywords: family support, perceived organizational support, work engagement, female workers, mediation

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1. Introduction

The textile industry is part of the manufacturing sector that contributes significantly to the Indonesian economy. Kementerian Perindustrian Republik Indonesia (Kemenperin) reported that in 2023, the textile and textile product industry played a role as a labor-intensive sector, employing more than 3.98 million people or around 19.47% of the total workforce in the manufacturing sector (Junida, 2023). This indicates that the textile industry not only contribute to the economic growth of Indonesian society but also as a source of livelihood for millions of Indonesian workers.

In Indonesia, the textile industry workforce is predominantly composed of women, accounting for approximately 80% of the total employees in the sector (DPP FSB Garteks, 2025). The main goal of most women in the textile industry is to escape poverty and meet the basic needs of their families (Li, 2023). Women's involvement in the industrial sector reflects their strategic role in increasing company productivity while contributing to family economic resilience (Sanchez, Gutierrez, & Lozada, 2025). Female workers in the textile industry often experience high workloads in factories coupled with domestic responsibilities at home that do not diminish, causing physical and mental stress (P. W. S. L. Putri & Pujihartati, 2024). This is not only experienced by married women but also by

unmarried women (Aryani Pamukti & Elok Halimatus Sa'diyah, 2024).

Women who have burdens at work coupled with domestic responsibilities often experience chronic fatigue, stress, depression, and decreased productivity (Saleh, Swastika, & Fatikhah, 2023). Maryanti in Saputri & Prahara, (2023) shows that 61.7% of women in Indonesia have low levels of engagement (Saputri & Prahara, 2023). This can have serious consequences for organizations as it has the potential to reduce the quality of human resources. When employees do not show commitment to their work, they become less responsible, inconsistent, and find it difficult to maintain optimal performance (Aulia, 2025). Fostering strong work engagement is essential for organizations to ensure employees' loyalty, commitment, and optimal performance (Corbeau & Iliescu, 2023). In psychology, this condition can be referred to as work engagement, which reflects a positive and fulfilling state that indicates an individual's well-being at work and encourages enthusiasm and full involvement in their job (Bakker & Leiter, 2010).

Research on female workers in the textile industry shows that high work demands and production pressure cause physical and emotional fatigue, with symptoms such as tiredness, muscle pain, decreased concentration, and other health problems (Atmojo et al., 2025). Research indicates that female workers in the textile

industry face high workloads and demanding targets, which significantly increase work stress while reducing motivation and engagement in their daily tasks (Safiu, Suryadi, Prastiwi, & Kahfi, 2022). Kusumawati and Suyasa (2023) discovered that increased job engagement among female employees is positively correlated with assistance from families and organizations. (Kusumawati & Suyasa, 2023).

Employees with elevated levels of work engagement tend to exhibit higher enthusiasm, dedication, and focus in their work (Pradini & Nurwidawati, 2023). This condition can increase work productivity and make company operations run more efficiently (Rahmi, Kurniawan, Mutya, Muliati, & Utami, 2025). According to the findings of a study conducted at PT XYZ, Work engagement has been demonstrated to positively and significantly impacted employee performance, as indicated by the direct relationship between increased work engagement and better performance (Fadillah, Haula Syifa Utari, & Andreas Wahyu Gunawan, 2023). The same was found in research at PT Nikki Puri Medika Denpasar, where work engagement increased organizational commitment, which then led to a significant improvement in employee performance (Ningsih, Sapta, & Novarini, 2025). Work engagement is seen as a key factor in increasing work productivity because employees with high levels of work engagement display strong enthusiasm and commitment, which ultimately lead to optimal work performance. (Bagea, Budihard, Adwi, Efendi, & Muhammad, 2024). In addition, employees with high work engagement tend to have low absenteeism and turnover rates, increasing workforce stability and company operational efficiency.

According to Schaufeli and Bakker (2004), vigor (energy), dedication, and absorption are the three primary elements of work engagement, which is good psychological state associated to one's job (Pri & Zamralita, 2018). Elevated levels of work engagement among employees are regarded as a positive organizational indicator because it can contribute significantly to increased productivity and the long-term success of the company (Sastry & Das, 2025). Workers who are highly engaged at work will have a strong enthusiasm and passion for their work, and they will be loyal to the organization, pride in their work, initiative, and proactivity in their work (Faustine & Zamralita, 2024).

Vigor or energy relates to the amount of energy shown by individuals in carrying out their work (Lopez-Zafra, Pulido-Martos, & Cortés-Denia, 2022). This includes the perseverance and courage of individuals in facing various challenges and work demands. High vigor reflects a strong work ethic and the ability of individuals to be active, enthusiastic, and energetic in completing their tasks. Dedication describes an individual's willingness to be fully involved in their work, viewing

their work as meaningful and valuable. Absorption is a condition in which a person is completely immersed in their work, marked by an elevated level of focus and concentration. In this condition, individuals devote their full attention to their work, making them feel that time passes quickly (Sakuco, Fu'adah, & Muttaqin, 2020).

Prior to the main research process, a preliminary study was undertaken by collecting data via Google Forms to 25 female workers. The results showed that the main cause of loss of motivation among female workers was a lack of support from colleagues and superiors, as stated by 43% of respondents. This lack of support took the form of being scolded by superiors, being belittled by coworkers, a lack of appreciation and feeling unappreciated, no response from coworkers when help was needed, conflicts in work relationships, and being ostracized by coworkers. A total of 23% of respondents stated that a lack of family support also contributed to their decline in work motivation. In addition, high workloads and targets can also reduce the morale of female workers, as indicated by 17% of respondents. Physical conditions such as fatigue, as indicated by 7% of respondents, also affect morale. Work stress was cited by 7% of respondents as a cause of decreased morale. Finally, 3% of respondents experienced a decline in morale due to boredom from monotonous work.

Perceived organizational support felt by 25 respondents included the majority of respondents (88%) placing Organizational Rewards & Job Conditions as the most prominent support from the organization. A comfortable work environment, harmonious relationships between colleagues, and a supportive work culture are the dominant factors that increase their involvement in work. Respondents also emphasized the importance of cooperation, a friendly atmosphere, and supportive working conditions as motivators for work motivation.

A small number of respondents (8%) stated that support from superiors or seniors was a form of organizational support. This can be seen from the responses that mentioned interpersonal conflicts with superiors or assistance from seniors as determinants of work engagement. Meanwhile, only 4% highlighted the aspect of Fairness, specifically related to the availability of adequate training as a form of organizational fairness in providing opportunities for employee development.

The majority of respondents, 40%, stated that they received family support in the form of instrumental support. This form of support mainly took the form of tangible assistance such as childcare, help with housework, providing meals, and creating a comfortable home environment. This support is crucial for female workers who have to juggle the dual roles of work and family. Furthermore, emotional support ranked second (32%). Respondents often mentioned that the attention, understanding, and affection of their families helped

them feel calm and more emotionally stable so they could work better. Meanwhile, appraisal support appeared in 24% of respondents. This support took the form of encouragement, motivation, and positive reinforcement that helped boost confidence and the drive to remain productive. Finally, informational support (8%) appears in the form of advice and input from family members that helps respondents deal with work issues.

Perceived organizational support, or POS, refers to how much employees believe the company values their contributions and cares about their well-being. (Rhoades & Eisenberger, 2002). In addition, Fairness, supervisor support, organizational rewards, and working circumstances are some of the aspects of perceived organizational support (POS) that Rhoades and Eisenberger (2002) describe (F. R. Putri & Anggraini, 2020).

Employees with high POS levels exhibit positive behavior and higher work enthusiasm, which has an impact on the achievement of organizational goals and work productivity (Augusty & Hurriyati, 2025). Additionally, POS increase employee involvement at work which improves life satisfaction, optimal work potential, and reduces health problems experienced by employees. With POS, organizations can operate more productively because employees feel more comfortable and supported in their work environment (Haropis & Zamralita, 2024).

Research conducted by Satria Efandi & Ruqaya Annisa Nurul Haq (2024) on expatriate employees states that in addition to POS, there are other factors that significantly influence work engagement, namely family support (Satria Efandi & Ruqaya Annisa Nurul Haq, 2024). Family support influences the formation of high work engagement in employees when facing work pressure. Family support can help reduce work-related stress and assist working women in maintaining a balance between their professional and family roles (Fatimah, Effendy, & Lubis, 2022).

Perceived organizational support serves to increase work engagement by providing a sense of appreciation and support from the work environment (Imran, Elahi, Abid, Ashfaq, & Ilyas, 2020). However, working women often face additional pressure from domestic and family responsibilities (Hosseini, Yarelahi, Rahimi, & Salmani, 2023). In this context, family support may function as a mediator, serving as an intermediary in the association between POS and work engagement.

According to Friedman (2013), family support refers to the attitudes and actions of the family as a form of response to family members, manifested through the provision of informational, evaluative, instrumental, and emotional support. Family support can also be understood as encouragement that includes assistance, attention, appreciation, or concern that a person receives

from relationships based on marriage or blood ties. Moreover, family support can be categorized into several components, including informational support, instrumental support, evaluative support, and emotional support. (Achmad Amin, Edi Jusriadi, Sitti Nurbaya, & Muhammad Rusydi, 2023).

The results of a study by Mariyanti (2024) explain that social support from family has a substantial impact on work engagement of women who play dual roles, with a contribution of 54.4% (Mariyanti, Lunanta, & Ratnaningtyas, 2024). Additionally, employees tend to have higher work engagement when they receive high family support (Achmad Amin et al., 2023). Increased work engagement among female employees is influenced by perceived organizational support and family support.

Previous studies have shown a favorable and significant correlation between POS and work engagement (Setiawan Maulana, Sofiah, & Prasetyo, 2023). Another factor that also influences the correlation among Work Engagement and Perceived Organizational Support is family support (Satria Efandi & Ruqaya Annisa Nurul Haq, 2024). Family support was chosen as a mediating variable because working women often face demands both in terms of family and work, family support may operate as a mediating factor in the connection across perceived organizational support and work engagement.

Family support contributes to work engagement, especially for female workers. If perceived organizational support is high, it can increase work engagement, and family support can also connect the favorable impact on work engagement of perceived organizational support. Therefore, the aim of this research is to ascertain the role of family support as a mediator in the relationship between perceived organizational support and work engagement among female workers.

Previous studies has shown that work engagement is closely connected to the level of support employees perceive from their organization. Employee engagement tends to rise when people perceive that the organization values their contributions and cares about their well-being. This finding suggests a positive relationship between perceived organizational support and work engagement. Based on the results of the preliminary study mentioned earlier, work engagement issues were found among female workers in the textile industry.

Previous written by Hafiza (2023) in their study entitled "The Effect of Perceived Organizational Support on the Work Engagement of Hotel Employees in Padang City" reveals that improving work engagement is significantly influenced by perceived organizational support of employees in the hotel industry in Padang City. The analysis results show a significance value of 0.000 ($p < 0.05$) and a coefficient of determination (R^2) of 0.535.

Therefore, it may be interpreted that perceived organizational support plays a role 53.5% to the increase in work engagement, meanwhile the remaining 46.5% may be affected by other variables that were not considered within the scope of this study. (Hafiza, Rahayuningsih, Afriyeni, Armalita, & Pratama, 2023).

Rahmawati and Hapsari (2025) reported that perceived organizational support was positively and significantly associated with work engagement among staff-level employees working in companies in Solo, with a correlation coefficient of 0.621 and a significance of 0.000 ($p < 0.05$). This means that the higher the organizational support felt by employees, the higher their level of work engagement (Rahmawati & Hapsari, 2025). Furthermore, research by Setiawan Maulana (2023) The study's findings a positive and significant relationship between perceived organizational support and work engagement among sales assistant employees at PT Mitra Adi Perkasa (Setiawan Maulana et al., 2023).

Based on the results of the Spearman correlation coefficient test ($r_{xy} = 0.419$; $p = 0.000$, $p < 0.01$), it was found that employees who felt greater organizational support showed higher levels of work engagement. Finally, research by Alfatiha & Yusra, (2023) shows that perceived organizational support contributes positively to the level of work engagement among elementary school teachers in Sungai Tarab District. The results of simple linear regression analysis in this study show that perceived organizational support contributes 13.3% to work engagement (Alfatiha & Yusra, 2023).

Although studies that directly examine family support as a mediator between perceived organizational support (POS) and work engagement are still scarce, several previous studies provide a strong theoretical basis to support this mediation model. Drawing from the Theory of Conservation of Resources (Hobfoll, 1989), POS is a job resource that can generate positive experiences at work and carry over into family life through a process of positive spillover. Research by Utami (2024) and Yuniati and Andrianie (2025) found that organizational support helps workers manage workloads and role conflicts, which ultimately improves the quality of interactions within the family, including family support. This is in line with the Work Family Enrichment Theory, which explains that resources from the work environment can enrich family functions and positive experiences.

Several studies have demonstrated that family support positively affects work engagement. Family support provides emotional energy, psychological stability, and a sense of security that increases work engagement, especially among women who play dual roles also found that family support acts as a personal resource that strengthens employee motivation and focus at work. Based on the Job Demands Resources (JD-R)

Model, personal resources such as family support can be a psychological pathway connecting job resources (POS) with work engagement (Fernandes & Martins, 2023). Thus, family support may theoretically act as a mediator in the relationship between POS and work engagement, particularly for female employees who are juggling several demands.

Because there hasn't been much research done and the relationship between the two variables hasn't been fully explored, there is a clear gap between theory and prior research on the relationship between perceived organizational support and family support. In the meantime, the study's novelty is found in the location and sample, which are especially targeted at women employed by PT X in the textile industry, as well as the variable of family support as a mediator in the connection among perceived organizational support and work engagement. Female workers have a heavier workload, including domestic responsibilities at home and work responsibilities. The following are the study's hypotheses: (H1) Work engagement is positively impacted by perceived organizational support, (H2) Family support is positively impacted by perceived organizational support (H3). Work engagement is positively impacted by family support; (H4) among female employees, family support modulates the connection of perceived organizational support and work engagement.

2. Research Methods and Result

A quantitative research approach is used in this study, emphasizing the processing and analysis of numerical data using statistical techniques (Azwar, 2017). The purpose of the study is to investigate how independent and dependent variables are related, while accounting for the influence of mediating variables. This study uses three variables, work engagement is the dependent variable, perceived organizational support is the independent variable, and family support is the mediating variable.

The research population consisted of 110 female workers employed at PT X, and the sample size was 102 respondents. This study used purposive sampling, where the sample was selected based on certain characteristics that had been adjusted to the research objectives (Sugiyono, 2019). The criteria for the research subjects were 1) female, 2) aged 18-55 years, 3) actively working in the textile industry, 4) with more than six months of service, and 5) living with family members. According to Santrock (2018), the age range of 18-40 years falls into the early adulthood group and 40-55 years into middle adulthood. During this period, a person is in a phase of life that focuses on career achievement, fulfilling family roles, and building social relationships with those closest to them.

The research data was gathered by administering surveys to employees of PT X who fulfilled the criteria

for participation in the study. Before participants filled out the questionnaire, the researcher first explained the rights and obligations of participants and that participants could withdraw at any time because this research was voluntary. All data from the questionnaire was confidential and used only for research purposes. Each item in this study was measured using a five-category Likert scale, namely 1 (STS), 2 (TS), 3 (N), 4 (S), and 5 (SS).

The Likert scale is a psychological scale suitable for measuring attitudes and constructs that are linear in nature (Saifuddin, 2020). Work engagement was measured using a modified scale from Titien (2016) The Utrecht Work Engagement Scale (UWES), designed based on Scaufeli & Bakker's theory, includes the dimensions of vigor, dedication, and absorption (Titien, 2016). The modified measurement tool from Tawil (2022) perceived organizational support scale (SPOS) Rhoades & Eisenberger theory which includes the dimensions of fairness, supervisor support, organizational rewards and job conditions (Tawil, Sudirman, Malik, Amiruddin, & Yohanis, 2022). Finally, for the modification of the family support scale, Friedman's theory was used, which has the dimensions of informational support, instrumental support, evaluative support and emotional support.

The validity of the measurement tools was assessed applying Aiken's V formula to evaluate content and item validity through expert judgment from three panels of experts with master's degrees and professions as psychologists. The outcomes of the Aiken's V test on the work engagement, perceived organizational support, and family support scales showed a value of 1.00. This value is above the minimum validity coefficient of 0.92, so the three scales are declared valid.

The research instrument was tested on 30 respondents, following Sugiyono's recommendation that a minimum of 30 participants is required in a pilot test to obtain a distribution of measurement scores that approximates normality (Sugiyono, 2013). According to Saifuddin (2020), items are considered acceptable and suitable for use when they have a corrected item-total correlation of at least 0.300. Items with a correlation value below 0.300 should be removed, as they indicate a low discrimination index. (Saifuddin, 2020) .

After testing, on the work engagement scale, 31 of the 36 items had a high discrimination index with corrected item - total correlation scores 0.311 to 0.733. On the perceived organizational support scale, 30 out of 42 items had a high discrimination index with corrected item-total correlation scores ranging from 0.309 to 0.718. Finally, on the family support scale, 34 out of 48 items had a high discrimination index with corrected item-total correlation scores ranging from 0.306 to 0.636.

Reliability test of the measuring instrument was conducted using calculations in SPSS version 29 software with the Cronbach's alpha method. The minimum reliability coefficient is 0.700 (Saifuddin, 2020). A measuring instrument is considered unreliable if the reliability coefficient is below 0.700. The reliability test showed that the work engagement scale obtained a Cronbach's alpha value of 0.880, the perceived organizational support scale had a Cronbach's alpha reliability score of 0.879, and the family support scale had a Cronbach's alpha reliability score of 0.909. This means that the three research scales were considered reliable.

The research data was analyzed using version 29 of the Statistical Package for the Social Sciences (SPSS) program. Initially, the researcher used a descriptive statistical test to ascertain the characteristics and distribution of participants based on demographic data. The following stage involved conducting several classical assumption tests, namely normality, multicollinearity, and heteroscedasticity tests. After that, the researcher conducted a hypothesis test. The hypothesis test used the PROCESS v.4.2 macro by Andrew F. Hayes installed in the SPSS software. Through this PROCESS, the researcher could see the indirect effect's importance of the mediator variable. PROCESS Model 4 used the bootstrapping method with 5000 samples. The mediating effect is considered significant if the 95% CI (BootLLCI-BootULCI) does not exceed 0. The variables examined in this study included the relationships among variables as well as the association between perceived organizational support and work engagement is mediated by family support.

The number of respondents in this study was 102 women working at PT X. As presented in table 1, the most of those surveyed were aged 40–49 years (58.8%). Most respondents had worked for over 10 years (58.8%). The highest level of education was dominated by high school/vocational school graduates (49%). Marital status was dominated by married respondents (79.4%). Based on position, most respondents worked in production (77.5%), while the rest worked in staff positions. The following section, table 1 displays the respondents' demographics

Table 1. Demographic Characteristics of Respondents

Demographics	Category	F	%
Age	20-29	17	16.7
	30-39	11	10.8
	40-49	60	58.8
	>50	14	13.7
Last education	SMP	41	40.2
	SMA	50	49.0
	Diploma	4	3.9
	(S1)	7	6.9
Marital status	Not Married	10	9.8
	Married	81	79.4
	Ever Married	11	10.8
Length of work	<1 year	9	8.8

Position	1-3 year	13	12.7
	4-6 year	10	9.8
	7-10 year	10	9.8
	>10 year	60	58.8
	Staff	23	22.5
Production	79	77.5	

The researchers conducted descriptive statistical tests to provide a summary of the data collected. As presented in table 2, *perceived organizational support* variable had a score range of 68-138. (M=114.14, SD=11.680), the family support variable had a score range of 104-152 (M=127.96, SD=8.834), and the *work engagement* variable had a score range of 98-122 (M=109.50, SD=5.016).

Table 2. Descriptive Statistics Test

Variable	N	Min	Max	Mean	Std. Deviation
Perceived Organizational Support	102	68	138	114.14	11.680
Family Support	102	104	152	127.96	8.834
Work Engagement	102	98	122	109.50	5.016

In addition to conducting descriptive statistical tests, the researcher also grouped the subjects of each variable into several categories to classify respondents into predetermined categories regarding the degree of perceived organizational support, family support, and work engagement of each subject. The table below displays the respondents categories' results.

Table 3. Categorization of Perceived Organizational Support Scale Scores

Hypothesis Mean	Score	N	%
Very Low	$X < 97$	8	7.8
Low	$97 < X < 108$	21	20.6
Moderate	$108 < X < 120$	48	47.1
Height	$120 < X < 132$	22	21.6
Very High	$132 < X$	3	2.9
Total		102	100

Table 3 shows the distribution of categorization on the Perceived Organizational Support variable with the categories Very Low (7.8%), Low (20.6%), Medium (47.1%), High (21.6%), and Very High (2.9%). Thus, it can be concluded that the level of *Perceived Organizational Support* among female workers is in the moderate category (47.1%).

Table 4. Categorization of Family Support Scale Scores

Hypothesis Mean	Score	N	%
Very Low	$X < 115$	5	4.9
Low	$115 < X < 124$	29	28.4
Moderate	$124 < X < 132$	38	37.3
Height	$132 < X < 141$	26	25.5
Very High	$141 < X$	4	3.9
Total		102	100

Table 4 shows the categorization of the Family Support variable into Very Low (4.9%), Low (28.4%), Moderate (37.3%), High (25.5%), and Very High (3.9%). Thus, it can be concluded that the level of family support for female workers is in the moderate category (37.3%).

Table 5. Categorization of Work Engagement Scale Scores

Hypothesis Mean	Score	N	%
Very Low	$X < 102$	8	7.8
Low	$102 < X < 107$	20	19.6
Moderate	$107 < X < 113$	51	50.0
Height	$113 < X < 118$	20	19.6
Very High	$118 < X$	3	2.9
Total		102	100

Table 5 shows the distribution of categorization in the *Work Engagement* variable with the categories Very Low (7.8%), Low (19.6%), Moderate (50.0%), High (19.6%), and Very High (2.9%). Consequently, the degree of *Work Engagement* among female workers is in the moderate category (50.0%).

The purpose of the Normality test is to assess whether the data distribution is normal. The normality test is conducted using the *One-Sample Kolmogorov-Smirnov test*. The data is considered normally distributed if the Sig. value is > 0.5 . The results of the normality test indicate that the Asymp. Sig. (2-tailed) value is 0.200 (> 0.05). Therefore, the data are found to be regularly distributed.

The second test of classical assumptions involves multicollinearity, used to determine whether

independent variables in a regression model are correlated. The results of the multicollinearity test show that the *tolerance* values for the variables *Perceived Organizational Support* and *Family Support* are both 0.888, while the VIF values for both variables are 1.126. Multicollinearity is absent in a regression model when tolerance values are greater than 0.10 and VIF values are <10. These results indicate that multicollinearity was not present in the model.

Heteroscedasticity is assessed using the Glejser test, with Sig. values exceeding 0.05 indicating its absence in each variable. According to analysis, significance value (Sig.) for the *Perceived Organizational Support* variable was 0.255 and for the *Family Support* variable was 0.060. The results indicate no signs of heteroscedasticity, as both significance values exceed 0.05.

To determine if the means of the two groups differed, an independent sample t-test was used. The results of the independent samples t-test was conducted to determine the difference in work engagement between female workers in staff and production operator positions. As presented in table 6, the results showed a significance of $p=0.085$ ($p < 0.05$), analysis reveals no significant difference in work engagement between female workers in staff and production operator positions. Table 6 displays the specific findings of the independent sample t-test for work engagement.

Table 6. Independent Sample T Test for Work Engagement

Variable	F	Sig
Work Engagement	0.481	0.085

Mediation analysis was conducted using Hayes' PROCESS model 4 to investigate the position of *Family Support* as a mediator in the relationship between *Perceived Organizational Support* (POS) and *work engagement* among female employees. The findings of the analysis show that *perceived organizational support* significantly impact on *Family Support* with a coefficient value of $B = 0.2528$, $t = 3.5469$, and $p = 0.0006$ (< 0.05). The R^2 value was 0.1117, indicating that *perceived organizational support* contributed 11.17% to influencing family support.

Furthermore, it is known that *perceived organizational support* has a significant effect on *work engagement* with a coefficient of $b = 0.1672$, $t = 4.6281$, and $p = 0.0000$ (< 0.05). Similarly, *family support* also has a significant effect on *work engagement* with a value of $b = 0.2064$, $t = 4.3221$, and $p = 0.0000$ (< 0.05). In this model, the R^2 value is 0.3781, which means that *perceived organizational support* and family support together contribute 37.81% to influencing *work engagement*.

In the *total effect* model, the immediate result of *perceived organizational support* on *work engagement* without including the mediating variable shows a value of $B = 0.2193$, $t = 5.9398$, and $p = 0.0000$ (< 0.05). This means that, in total, *perceived organizational support* has a favorable and noteworthy impact on *work engagement*. The R^2 value in this model is 0.2608, indicating that *perceived organizational support* directly affects on 26.08% to influencing *work engagement* before family support is included in the model. Meanwhile, the *indirect effect* test results show a mediation coefficient value of $B = 0.0522$, with $BootLLCI = 0.0091$ and $BootULCI = 0.1345$. Because the confidence interval (CI 95%) value does not exceed zero, Thus, it may be said that the connection between *perceived organizational support* and *work engagement* is significantly mediated by family support.

This study identifies the mediation as partial because the influence of *perceived organizational support* on *work engagement* remains significant even after including family support as the mediating variable. Family support, as a mediating variable, partially explains the association between *perceived organizational support* and *work engagement*, rather than accounting for it entirely. Table 7 below displays the full outcome of the Hayes PROCESS model 4 mediation study.

Table 7. Mediation Test Result (Model 4 PROCESS Hayes)

Relationships between Variables	B	SE	t	p	LL CI	UL CI	Description
X-M	0.2528	0.0713	3.5469	0.0006	0.1114	0.3943	Significant
X-Y	0.1672	0.0361	4.6281	0.0000	0.0955	0.2388	Significant
M-Y	0.2064	0.0478	4.3221	0.0000	0.1116	0.3011	Significant
Total Effect (X-Y without M)	0.2193	0.0369	5.9398	0.0000	0.1461	0.2926	Significant
Indirect Effect (X-M-Y)	0.0522	0.0319	-	-	0.0091	0.1345	Significant

3. Discussion

The relationship between *perceived organizational support* and *work engagement* is mediated by family support.

Family support functions as a mediator in the relationship between *perceived organizational support* (POS) and *work engagement* among female employees, according to the findings of the mediation study

utilizing Hayes' 4 PROCESS model. The *indirect effect* test confirms that family support significantly mediates the relationship between *perceived organizational support* and *work engagement*. This means that part of the positive influence of POS on *the work engagement* of female workers occurs through increased family support. This result is consistent with the study by Muzakki (2022) which suggests that employees perceiving organizational support are likely to experience higher psychological well-being, which then has a positive impact on interpersonal relationships outside of work, including relationships with family. Thus, the results of this study support the view that *work engagement* is impacted by more than just the organizational environment, but also by social interactions outside of work, particularly from family support (Muzakki & Asep, 2022).

The Job Demands–Resources (JD-R) Model state (Bakker & Demerouti, 2014), family support can be understood as a resource outside of work that helps workers recover after facing work demands (Sholihah, Hidayatillah, & Nabila, 2024). Emotional support, direct assistance, and attention from family help female workers restore their physical energy and psychological condition (Rahmadhani et al., 2025). This process promotes increased *vigor*, which is the feeling of being energetic and able to persevere at work, as well as *dedication*, which is the feeling of being involved, enthusiastic, and finding meaning in one's work. Thus, family support contributes to the maintenance of strong work engagement.

In addition, the findings of this reasearch prove that the direct impact of POS and *work engagement* remains even when family support acts as a mediator. These findings indicate a strong reciprocity between employees and organizations. When workers felt appreciated and taken care of the organization, they are motivated to reciprocate by working harder and becoming more emotionally involved (Evitananda, Nabila, & Munawaroh, 2025). At the same time, family support also contributes to this process, so that support from the organization and family complement each other in shaping *work engagement* among female workers (Pramudita & Irbayuni, 2025). Both POS and family support play a significant role in enhancing work engagement. This reflects that *work engagement* is not only influenced by internal organizational factors, but also can be influenced by external factors such as family support. This finding is consistent with the study conducted by Satria & Ruqaya (2024) which indicates that support from organizations and families can increase individual *work engagement* (Satria Efandi & Ruqaya Annisa Nurul Haq, 2024).

The Positive Affect of Perceived Organizational Support on Work Engagement.

Female workers who receive support from the organization will be more motivated, focused, and

committed to carrying out their tasks. These results are in line with research conducted by Mustikaningrum & Perdhana (2022), which found that organizational support is positively related to *work engagement* because individuals who felt appreciated and taken care by the organization tend to show higher dedication to their work (Mustikaningrum & Perdhana, 2022). The study also confirms that organizational support is a key resource that contributes to higher work engagement by strengthening employees' motivation and their sense of organizational belonging (Syaharuddin & Selfiana, 2025). The study's outcomes support the conclusions that explain that job resources, including organizational support, contributes to increasing *work engagement*.

The results obtained in this study support the findings reported by Rahmawati and Hapsari (2025), who demonstrated that perceived organizational support is positively related to employees' work engagement. This suggests that stronger perceptions of organizational support among employees are linked to increased levels of engagement at work, and vice versa (Rahmawati & Hapsari, 2025). Organizational support, manifested through rewards, compensation, work facilities, safety guarantees, performance evaluations, and regular training, can shape employees' favorable opinions of the organization, which in turn increases their *vigor*, *dedication*, and *absorption*.

Organizational support contributes to building relationships in which employees who feel valued and cared for will respond with higher work engagement, strong motivation, and improved performance quality (Ayu Merisa & Triantoro Safaria, 2023). For female workers, adequate organizational support can also help reduce work pressure and role conflicts, enabling them to manage work demands more effectively. This condition allows workers to maintain their psychological energy and sustain work engagement in the long term (Lasamahu, Huwae, Kristen, & Wacana, 2022).

The Influence of Perceived Organizational Support on Family Support.

The study's findings show that POS has a positive and significant effect on family support. This indicates that the higher female workers perceive organizational support, the greater the family support they experience. In other words, positive perceptions of the organization can affect the psychological condition of individuals, thereby encouraging more positive interactions within the family (Pratama, 2022). Workers who perceive strong organizational support are more inclined to bring this positive energy into their family life, which ultimately creates a social environment conducive to increased *work engagement* (Fahmi, Susilo, & Prahara, 2019).

The influence of *perceived organizational support* (POS) on family support can be understood through the

spillover effect mechanism, which is when experiences at work influence life at home. *Perceived organizational support* (POS) helps female workers reduce tension and negative emotions that arise during work (Nelson, Kenny, & Setyawan, 2024). Support from the organization, such as fair treatment, attention from superiors, and comfortable working conditions, makes workers more capable of responding effectively to work (Ashfaq, Abid, Ilyas, & Binte Mansoor, 2023). As a result, work pressure is not carried home, so the atmosphere and interactions with family become calmer and more open. This condition makes it easier for workers to feel and accept support from their families.

The findings of this investigation also corroborate Utami's research (2024) that organizational support can help individuals manage work pressure and role conflicts, thereby improving the quality of interactions within the family (Utami, 2024). Similar results were also found by who stated that organizational support can create positive experiences at work, which also have a positive impact on family life (Yuniati & Andrianie, 2025). Therefore, the results of this study corroborate the idea that organizational support not only affects work-related aspects but also influences the social support received within the family environment.

Family support positively contributes to employees' work engagement.

In addition, the results of this investigation show that family support positively and significantly influences work engagement. If the support received by individuals from their families is high, then *work engagement* will also be high (Christian & Pratiwi, 2022). These findings are consistent with the results reported by Ramadhani (2023) which states that family support can be a source of psychological energy that influences workers, especially women who often face demands at work and at home (Ramadhani, Noviekayati, & Ananta, 2023).

Family support helps reduce emotional exhaustion, keep work and family life in harmony, and enhance motivation and dedication in the office (Kelley, LeBaron-Black, Hill, & Meter, 2021). Research conducted by Achmad Amin et al. (2023 also, this is in line with the results of this investigation, indicating that family support not only enhances employees' psychological well-being but also strengthens their motivation and focus in performing their duties, ultimately fostering higher work engagement (Achmad Amin et al., 2023).

According to the findings described above, this study demonstrates that support from organizations (companies) and families has a complementary role in enhancing the work engagement of female employees. The role of family support as a mediator confirms that female *work engagement* does not only depend on work environment, but also on families who help them balance domestic and work responsibilities. In this case,

family support acts as a *personal resource* that strengthens *work engagement* by improving emotional well-being.

4. Conclusions and Suggestions

This study reveals that the relationship between perceived organizational support and work engagement among female workers is mediated by family support. In addition, the findings confirm the study's objective to investigate how family support mediates the relationship between perceived organizational support and work engagement among female workers. The fourth hypothesis (H4), which represents the main hypothesis of this study, was supported. This finding indicates that family support mediates the relationship between perceived organizational support and work engagement among female workers. Moreover, the findings support the first hypothesis (H1) perceived organizational support significantly and positively contributes to work engagement. The analysis also validated the second hypothesis (H2), demonstrating that perceived organizational support positively and significantly affects family support. Lastly, the results provided evidence supporting the third hypothesis (H3), suggesting that family support positively and significantly contributes to work engagement.

The suggestion that can be given is that companies are advised to strengthen *perceived organizational support* through the implementation of policies that are more friendly to female workers, especially policies that promote striking a balance between job and family responsibilities. In addition, female workers are encouraged to build cooperative and supportive relationships within their families so that family support can function optimally as a psychological resource, which in turn contributes positively to higher work engagement. For future researchers, it is recommended to measure *work engagement*, *perceived organizational support*, and family support with other relevant variables. To increase population representation and generalization of results, future research is also expected to increase the number of respondents involved.

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Author Contributions Statement

Name of Author	C	M	So	Va	Fo	I	R	D	W
Ima Mawarti	✓	✓	✓	✓	✓	✓		✓	✓
Maharani Tyas Budi Hapsari	✓	✓		✓	✓				✓

C : Conceptualization I : Investigation
M : Methodology R : Resources
So : Software D : Data Curation
Va : Validation W : Writing
Fo : Formal analysis Review

Conflict of Interest Statement

No conflicts of interest have been disclosed by the writers.

Informed Consent

Every participant in this study has given their informed consent.

Data Availability

Upon reasonable request, the data supporting the study's conclusions may be provided by the corresponding author, Ima Mawarti. Due to sensitive information related to participant confidentiality and privacy, the data are not publicly accessible.

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