

A Literature Review on the Effect of Perceived Organizational Support on Employee Engagement and Employee Performance of Government Agencies in Singapore, Thailand and Indonesia

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Keywords

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ABSTRACT

The support of the organization where individuals work influences employees' quality of life in government agencies. Employee-perceived organizational support (POS) has been proven in previous research to help reduce employee stress levels and emotional exhaustion during work. The influence of POS in government agencies in Singapore, Thailand, and Indonesia shows similarities and differences. This research explores POS elements, namely Socio-emotional, Orientation towards organization and work, Behavioral outcomes, and Employee welfare, and its impact on government agencies in Singapore, Thailand, and Indonesia. The author uses a qualitative literature study approach; this research reveals POS elements practiced in government agencies in Singapore, Thailand, and Indonesia. The three countries theoretically use POS elements. However, in practice, their impact is very different, so the results of engagement and performance produced by employees are also different. The difference is that the POS implemented in Singapore and Thailand agencies contains a "behavior results" element, whereas in Indonesia, there is none. In Indonesia, nothing was found explicitly regarding the issue of cross-cultural citizenship behavior and employee withdrawal behavior. Furthermore, the POS measurement tool in the three countries uses the Survey of Perceived Organizational Support. The influence of POS fosters a positive work environment and can encourage employee satisfaction and work commitment. Therefore, agencies in Indonesia need to adapt it to increase employee engagement and performance.

INTRODUCTION

Employee quality of life can be directly influenced by the support of the organization where the individual works (Maan et al., 2020; Simbolon et al., 2023). In addition, the current era of globalization has made organizations worldwide operate in a complex, diverse, dynamic, competitive and unstable environment (Sitaniapessy et al., 2023). Organizational support felt by employees (Perceived Organizational Support or POS) has been proven to help reduce employees' stress levels and emotional exhaustion during work (Chen & Eyoun, 2021; J. (Justin) Li et al., 2017). Thus, the role of organizations is highly dependent on the level of life satisfaction of employees who can expand their skills in a complex and dynamic work environment (Ninh Nguyen & Dung Tran, 2021).

According to Hamadamin and Atan (2019), organizations must manage human resources to produce superior and competitive employees who achieve organisational goals in creating a complex

and dynamic work environment. One of the organization's efforts to improve employee performance is through the quality and quantity of individual work. One of the organization's efforts to improve employee performance is through the quality and quantity of individual work (Dewi et al., 2020). An organization can improve the quality of employee work by involving or involving employees in meeting organizational needs. Thus, organizations can increase their competitiveness to achieve success through employee involvement to continue to grow and develop in the workplace (Imran et al., 2020; S. E. Lee & Shin, 2023). Employee engagement has a significant contribution to individual and organizational results. Individuals who work in an organization will be psychologically attentive, focused on their work role, and satisfied with the results of their work. Meanwhile, for organizations, employee involvement benefits shareholders by increasing profitability, productivity, and customer satisfaction (S. E. Lee & Shin, 2023; Saks & Gruman, 2014).

POS is essential for employees to work well (Sindhura, 2022). As a result of personification, POS provides socio-emotional impact (e.g., approval, affiliation, appreciation, and emotional support), orientation towards the organization and work (e.g., commitment, involvement, trust), behavioral outcomes (e.g., performance, citizenship behavior, withdrawal behavior), and employee Well-being (e.g., reduced stress, tension, increased positive affect) (Ahmad & Zafar, 2018; Eisenberger et al., 2020; Krishnan & Mary, 2012). Thus, POS refers to employees' perceptions that the organization values contributions and cares about employee well-being (Eisenberger et al., 2020).

POS perceived by employees in several organizations and between countries has different results. For example, research from Q. Li *et al.*, (2022) proves that POS in Chinese health service institutions (general hospitals, exceptional hospitals, and community health service centers) significantly positively affects work engagement, while work engagement hurts employee turnover intentions. In the study, POS looked at how medical system managers can withstand the negative impact of a lack of work resources on employee work engagement regarding personal strategies, such as psychological stress in dealing with high workloads during COVID-19. In line with Shabbir *et al.*, (2021), their research proves that POS positively affects in-role employee performance and extra-role employee performance in Indian banks during the COVID-19 period. Meanwhile, research Lee & Shin (2023), proves that POS does not have a significant effect on employee engagement, and POS does not have a positive impact on employee engagement through the use of work-life balance policies in United States federal institutions during the COVID-19 pandemic.

Differences in research results also occur in Indonesia, where the influence between POS and employee engagement and performance shows similarities and differences. According to research by Dewi *et al.*, (2020), POS can influence employee engagement but does not significantly affect employee performance in one of Indonesia's public institutions. This research differs from Sitorus (2018), which shows that POS significantly and positively affects work engagement in Indonesia's PT. X manufacturing industry. Furthermore, research from Sulistyawati & Sufriadi (2020) also added that POS significantly affects employee engagement and performance at RSUD Dr. Zainoel Abidin Banda Aceh. Then, research from Gemilang & Riana (2021) proves that POS significantly affects employee engagement and performance in one of the companies in Bali, Indonesia. Research by Sitaniapessy *et al.*, (2023) also proves that POS can effectively increase employee retention and organizational commitment at Bank Jatim in Indonesia.

Several previous studies that reject the relationship of POS to employee engagement and employee performance in several countries can broaden our understanding of how POS influences other factors, such as cross-cultural differences between countries (Rockstuhl et al., 2020). Employee involvement and performance with government agencies were explored by capturing various aspects of perceived support, such as a sense of fairness of treatment in the workplace, having good mental toughness in facing challenges, individual opportunities to grow and develop in the workplace, and recognition of employee contributions, according to individual work in each government agency in Singapore, Thailand, and Indonesia. For example, in Thailand, POS has successfully influenced work

involvement and leadership in the world of education. Teachers at Montfortian schools who experience poor health conditions because they are tired from work cause illness, so they become less productive, enthusiastic, dedicated, and enthusiastic in carrying out their duties. In line with the Montfortian school, teachers in Singapore provide vocational training to students who cannot access or complete secondary education, thereby helping them achieve personal success. In education, high teacher engagement is an excellent asset for an institution. Their work ethic and professional relationships will be closely intertwined every day. Teachers are employees who work in government educational institutions, and teachers in both countries try to combine education with the culture and traditions of their country (Irudayaraj, 2019). The teachers involved are energetic and have the mental toughness to carry out their duties despite difficulties and challenges; apart from that, they are proud and show enthusiasm in doing their work. They feel joyous and busy with their work, unlike employees who experience fatigue.

Furthermore, in Indonesia, employees with good mental toughness will be better prepared to face challenges and difficulties at work and have a high sense of enthusiasm to have a solid attachment to the company (Dwitasari et al., 2015). Even though POS has been discussed based on previous research, more research is needed linking POS with employee engagement and employee performance working in government agencies in ASEAN countries such as Singapore, Thailand, and Indonesia. Apart from that, the author's reason for emphasizing public sector organizations is that managers or leaders in a government agency can make it difficult to motivate their employees; this is very different from organizations in the private sector. In government institutions, leadership changes often occur in the public sector, hindering employee performance (Jin & McDonald, 2017). Therefore, this literature review explores the relationship between POS, employee engagement, and employee performance in government institutions in Singapore, Thailand, and Indonesia.

The key factors refer to the theory of Eisenberger *et al.*, (2020), where researchers measure POS through socio-emotional elements (approval, affiliation, appreciation, and emotional support), orientation towards the organization and work (commitment, involvement, trust), behavioral outcomes (performance, citizenship behavior, withdrawal behavior), and employee well-being (reduced stress, tension, increased positive affect) (Ahmad & Zafar, 2018; Krishnan & Mary, 2012). Key factors were explored by capturing various aspects of perceived support, such as a sense of fairness of treatment in the workplace, having good mental toughness in facing challenges, individual opportunities to grow and develop, and recognition of employee contributions. POS is essential in fostering a positive work environment and can encourage employee satisfaction and work commitment. This literature review focuses on the influence of POS on employee engagement and performance in government agencies in Singapore, Thailand, and Indonesia. The public sector plays an essential role in development and governance in these three countries; understanding the factors that influence employee engagement and performance is critical to driving organizational and societal progress.

Organizations that can appreciate employee participation or presence and give them attention are part of the influence of POS. POS is considered to be able to meet employees' socio-emotional needs, resulting in a more significant commitment to the organization, increased desire to help the organization succeed, and better psychological well-being (Eisenberger et al., 2020; Kurtessis et al., 2017; Neves & Eisenberger, 2012). POS is also believed to guarantee that the organization will always help employees in stressful situations or handle work effectively (Ahmad & Zafar, 2018; Ahmed et al., 2015).

Yu & Frenkel (2013) explain that if employees receive full support or attention from the organization, these employees will be more loyal and work seriously. POS can make employees feel that they have an obligation for the results of their work, can identify work units, and feel that they have high hopes for their career success so that it can make employee task performance and creativity better. Therefore, understanding POS is necessary to achieve employees' social-emotional needs and improve employer-employee relationships through supporting mutual interests, concerns and welfare

(Kunasegaran et al., 2016). POS is also considered to be how employees reciprocate support actions provided by the organization in connection with organizational commitment (Bukhari & Kamal, 2017). According to POS theory (Eisenberger et al., 1986), workers' socio-emotional needs are met when the organization shows readiness to reward employees for hard work and further encourages them to work harder (Bukhari & Kamal, 2017). This POS perspective is based on Blau's social exchange theory (Saadeh & Suifan, 2020), which explains mutual expectations and perceptions in employee and organizational relationships (Bukhari & Kamal, 2017).

Studying POS, employee engagement, and performance is critical in the public sector because maintaining it in the era of globalization is quite a difficult challenge. These difficulties have been partly caused by salary freezes, budget contractions, furloughs, and, in recent years, other short-term fixes that have had to be addressed to address the recession that has devastated the public sector (Jin & McDonald, 2017).

A study by Allen *et al.*, (2008) identified factors that may influence POS among IT employees in a south-central American state government. POS has a significant effect on factors: a combination of job characteristics (challenging work and perceived workload), job stressors (job burnout, role conflict, and role ambiguity), and organizational discretionary actions (pay for performance and mentoring opportunities). Furthermore, a study from Brough *et al.*, (2013), explains the importance of employee engagement by clarifying the POS mechanism for influencing work engagement among government employees. POS has a varying impact in each country because each government agency has a different culture. Research by Caesens *et al.*, (2016), proves the importance of POS, which can influence employee work engagement in the Belgian federal public service. In line with research from Karatepe & Aga (2016), POS can influence employee work engagement in banking institutions in the Turkish Republic of Northern Cyprus.

METHODS

This research examines the perceived influence of POS on employee engagement and employee performance in government agencies in Singapore, Thailand and Indonesia. The research aims to identify the influence of POS practices, the factors that influence this practice, and the effectiveness and impact of implementing POS in Singapore, Thailand, and Indonesian government agencies. This research also seeks to find propositions about increasing employee engagement and performance through POS. Furthermore, this research applies a qualitative approach with a literature study method, which refers to Ridder (2012), that theory development from case studies is research that uses one or several case studies to create theoretical constructions, propositions, and midrange theories. This approach is more precise and comprehensive (Eisenhardt & Graebner, 2007). This approach to reviewing scientific literature does not follow a systematic literature review structure due to limited publications on the subject. Therefore, this study follows more general narrative-based reviews (Tranfield et al., 2003). The method used in the research is a comparative method, which can broaden our horizons because it allows us to reflect on the phenomenon of the influence of POS on employee engagement and performance through a cross-country lens, namely Singapore, Thailand, and Indonesia.

The primary search included a full-text search using terms such as “the influence of POS on employee engagement and employee performance in Singapore government agencies,” “the influence of POS on employee engagement and employee performance in Thai government agencies,” and “the influence of POS on employee engagement, and employee performance in Indonesian government agencies” in significant databases including Google Scholar, Emerald, SAGE, Wiley, Scopus Search, Taylor & Francis, and ScienceDirect. Searches are only available in English and are tailored to research themes based on each database. The uniqueness of this research lies in finding several case studies of the application of POS on employee engagement and employee performance in government agencies in Singapore, Thailand and Singapore, as well as examining tests of the use of the POS model that previous researchers have never carried out.

RESULTS

The Effect of POS on Employee Engagement and Employee Performance in Singapore Government Agencies

Public sector organizations in Singapore have a relatively mature awareness of continuous improvement and the organization's ability to innovate. In addition, Singapore is a member of ASEAN, facing the threat of a shrinking workforce in 2023. So, Singapore needs to improve POS practices by increasing workforce skills and improving the ideal organizational design to support employee engagement and performance (Tan et al., 2023).

First, research from Irudayaraj (2019) focuses on the well-being of Montfortian teachers in terms of work involvement in five Asian countries: India, Singapore, Malaysia, Thailand, and the Philippines. The researcher should have explained in detail the measurement tools used to measure POS, explaining the measurement of the POS variable using surveys or distributing questionnaires to 427 teachers. So, the author interprets the Survey of Perceived Organizational Support (SPOS) measurements. POS and servant leadership significantly influence work engagement in Singapore and Thailand. Work Engagement also significantly affects affective commitment in India and Singapore. This research produces cross-national knowledge about work engagement. Furthermore, it provides a better understanding of the well-being of teachers working in educational institutions regarding work engagement and its impact on POS in the school context. The high work engagement of teachers is supported by data from the 2018 Trends in Global Employee Engagement Report. Based on this global report, the employee engagement score in the Philippines and India is 71%, followed by Thailand (64%), Malaysia (63%), and Singapore (59%). These findings show that teachers with high involvement in school can enjoy prosperity. Teachers are the greatest asset for a school. Teachers work passionately, take pride in their work and feel a deep connection to their school. Teachers can encourage innovation and advance a government organization. Lack of work engagement can reduce the quality of teaching and student learning. Furthermore, differences in the level of work engagement behavior among Montfortian teachers in Asian countries are caused by teachers' work engagement behavior being influenced by work, interpersonal relationships, organizational factors, and national culture in each country.

Second, research from H. Lee (2021) shows that POS significantly affects psychological safety and emotion. Psychological safety and emotion allow an organization to produce positive employee affective experiences through care and assurance to reduce negative emotions from job insecurity. This research was conducted in the context of Singapore. In connection with the COVID-19 pandemic, the Singapore Government implemented regulatory restrictions, "Circuit Breaker," starting on 7 April 2020 to limit the spread of COVID-19. Most workplaces, from public service institutions to private companies, implement work-from-home arrangements for most employees. This research reveals emotional phenomena triggered by social comparison emotions and necessary socio-emotional resources (task, flexibility, communication, health and safety, and social support) during a health crisis. Specifically, employees' emotional reactions are derived from POS in how the organization cares about their well-being and work contribution, which influences psychological safety. The researcher did not explain the measurement tools used to measure POS; they only explained the measurement of the POS variable using surveys or distributing questionnaires to 131 respondents. So, the author interprets it into SPOS measurements.

Table 1. The Effect of POS on Employee Engagement and Employee Performance in Singapore Government Agencies

Article	POS Measuring Tools	POS Elements	Effectiveness and Impact of POS on Singapore Government Agencies
Irudayaraj (2019)	SPOS (Eisenberger et al., 2001)	Employee welfare, Socio-emotional, Orientation towards organization and work, Behavioral outcomes.	POS successfully influenced work engagement and servant leadership in Singapore and Thailand Montfortian schools. As a result, teachers in Montfortian Singapore and Thailand have become more prosperous.
H. Lee (2021)	SPOS (Eisenberger et al., 2001)	Employee welfare, Socio-emotional, Orientation towards organization and work, Behavioral outcomes.	POS effectively successfully influences Psychological safety and emotion to produce positive employee affective experiences through caring and assurance to reduce negative emotions from job insecurity. As a result, employees feel they have better psychological safety during the COVID-19 pandemic.

The Effect of POS on Employee Engagement and Employee Performance in Thai Government Agencies

First, the author has discussed research from Irudayaraj (2019) in the previous point (Singapore government). This research focuses on the well-being of Montfortian teachers in terms of work engagement in five Asian countries: India, Singapore, Malaysia, Thailand, and the Philippines. The researcher did not explain in detail the measurement tools used to measure POS, only explaining the measurement of the POS variable using surveys or distributing questionnaires to 427 teachers. So, the author interprets the SPOS measurement. POS and servant leadership significantly influence work engagement in Singapore and Thailand. Work Engagement also significantly affects affective commitment in India and Singapore. This research produces cross-national knowledge about work engagement.

Furthermore, it provides a better understanding of the well-being of teachers working in educational institutions regarding work engagement and its impact on POS in the school context. These findings show that teachers with high involvement in school can enjoy prosperity. Furthermore, differences in the level of work engagement behavior among Montfortian teachers in Asian countries are caused by teachers' work engagement behavior being influenced by work, interpersonal relationships, organizational factors, and national culture in each country.

Second, research from Potipiroon & Faerman (2020) discusses civil servants in Thailand who are increasingly required to work extra to serve the community. This research proves the influence on POS and organizational citizenship behavior (OCB), namely individual initiative (for example, working after regular office hours), and how this affects employee well-being. Furthermore, there were significant effects on POS, the job demands-resources (JD-R) model (researchers conceptualize individual initiative as a type of job demand), and public service motivation (PSM). POS is described as a psychological resource that can buffer the detrimental impact of individual initiative on emotional exhaustion. The researcher did not explain the measurement tools used to measure POS; the researcher only explained

the measurement of the POS variable using surveys or distributing questionnaires to 214 employees in 41 Thai local government organizations. So, the author interprets it into SPOS measurements.

Third, research from Potidokmai & Kusumavalee (2020) shows a positive relationship between POS (Job resources or JD-R model) and employee engagement (consisting of cognitive, emotional, enthusiastic, and behavioral). Researchers used eight factors to measure POS in encouraging employee involvement, namely: (1) hospital image, (2) job characteristics, (3) family work climate, (4) job security, (5) leaders, (6) compensation, (7) welfare, and (8) opportunities to learn and develop. The researcher should have explained in detail the measurement tools used to measure POS; the researcher only explained the measurement of the POS variable using surveys or questionnaires in Thai public hospitals, Ministry of Public Health (MOPH). So, the author interprets it into SPOS measurements.

Table 2. The Effect of POS on Employee Engagement and Employee Performance in Thai Government Agencies

Article	POS Measuring Tools	POS Elements	Effectiveness and Impact of POS on Thai Government Agencies
Irudayaraj (2019)	SPOS (Eisenberger et al., 2001)	Employee welfare, Socio-emotional, Orientation towards organization and work, Behavioral outcomes.	POS successfully influenced work engagement and servant leadership in Singapore and Thailand Montfortian schools. As a result, teachers in Montfortian Singapore and Thailand have become more prosperous.
Potipiroon & Faerman (2020)	SPOS (Eisenberger et al., 2001)	Employee welfare, Socio-emotional, Orientation towards organization and work, Behavioral outcomes.	The success of POS in influencing OCB, JD-R, and PSM in Thai government organizations. As a result, government organizations in Thailand can minimize emotional exhaustion, resulting in greater prosperity.
Potidokmai & Kusumavalee (2020)	SPOS (Eisenberger et al., 2001)	Employee welfare, Socio-emotional, Orientation towards organization and work, Behavioral outcomes.	POS (Job resources or JD-R model) increased employee engagement (cognitive, emotional, enthusiastic, and behavioral) at RSU Thailand MOPH. As a result, employees become more involved, including having positive emotions, wholehearted efforts, organizational achievements, desired behavior, and being able to persist.

The Effect of POS on Employee Engagement and Employee Performance in Indonesian Government Agencies

First, research from Dwitasari *et al.*, (2015) proves that POS significantly influences work engagement. Furthermore, organizational-based self-esteem partially influences employee work involvement (permanent employees from staff level to section heads) at PT. Pupuk Kaltim. PT. Pupuk Kaltim is a State-Owned Enterprise (BUMN) company. Researchers used survey techniques or

distributed questionnaires to 327 employees with correlational research. The POS measurement scale in this research refers to Rhoades and Eisenberger's theory (2002). The research results explain that organizations that can make employees feel supported in their work will make employees more able to express themselves physically and cognitively and have positive emotions when working.

Second, research from Sitorus (2018) shows that POS has a positive and significant effect on work engagement in permanent PT.X manufacturing industry employees. The research results explain that the stronger the support from PT, the more the employee feels and the higher the employee's level of engagement. In line with this research, PT. X has given appreciation for employee contributions and paid attention to the welfare of his employees, building employees' perceptions of the treatment provided by the company. This employee welfare then creates an obligation for employees to reciprocate their treatment by fostering a positive attitude towards their work, which demands work engagement. The POS variable measurement consists of 13 items with seven choices ranging from strongly disagree to agree strongly. Researchers use survey techniques or distributing questionnaires. The sample used was 201 permanent employees at PT. X. Apart from that, the researcher did not explain the measurement tools used to measure POS in detail. So, the author assumes that researchers measure POS in the Survey of Perceived Organizational Support (SPOS) measurement.

Third, research from Wahyuni (2019) explains that POS needs to be more robust to improve the performance of PT PLN (Persero) UP2B East Java employees. Employees feel that some of the suggestions they have conveyed to the company have yet to be fully responded to quickly and well by the company regarding HR needs in several units or by field. There is still a need for more response from the company regarding complaints from employees who think implementing the bipartite forum is still not by the actual schedule due to various busy schedules. Therefore, employees feel that organizational support regarding the company still needs to pay more attention to employee complaints. Furthermore, POS also has little effect on employee engagement. This research can mean that employees still need to be paid more attention by the company. The researcher did not explain the measurement tools used to measure POS; they only explained the measurement of POS variables using surveys or questionnaires to 56 employees. So, the author interprets it into SPOS measurements.

Fourth, research from Dewi *et al.*, (2020) proves that POS can influence employee engagement but does not significantly affect employee performance in one of Indonesia's public institutions. Furthermore, employee engagement has a direct effect on employee performance. Meanwhile, POS and quality of work life are related to employee performance, which is mediated by employee engagement. The author wants to know the relationship between POS, quality of work life and employee engagement on employee performance in the unit that gets the best score regarding monitoring the integrity and neatness of documents in one of the public institutions. The researcher should have explained in detail the measurement tools used to measure POS; they only explained the measurement of POS variables using surveys or questionnaires to 104 employees. So, the author interprets it into SPOS measurements.

Fifth, research from Sulistyawati & Sufriadi (2020), proves that POS significantly affects employee engagement and performance at RSUD Dr. Zainoel Abidin Banda Aceh. These results explain that Dr. Zainoel Abidin Banda Aceh values employee dedication and loyalty as a form of employee commitment to the organization. Therefore, employees also pay attention to the organization's commitment to them. The researcher did not explain the measurement tools used to measure POS; they only explained the measurement of POS variables using surveys or questionnaires to 62 employees. So, the author interprets it into SPOS measurements.

Sixth, Suardi *et al.*, (2022) research examines the elements that influence employee loyalty from the perspective of characteristics that encourage employee participation, as demonstrated through a financial services organization case study. The researcher used a questionnaire to distribute to 120 participants (with several indicators 24 times 5), so the author assumed this to be a SPOS measurement. The findings in this research explain that POS does not significantly influence employee engagement in financial services organizations. In the post-COVID-19 pandemic context, POS is considered not vital in

the relationship between employee engagement and work engagement. The absence of this significant relationship could be due to the sector chosen by researchers for this survey and the profile of respondents who work independently or from home in the post-pandemic period.

Seventh, research from Rahmayani & Wikaningrum (2022) proves that POS and work engagement significantly affect employee performance. This research used a sample of 100 respondents who worked as civil servants in Jepara Regency. Meanwhile, the data collection method in this research is a questionnaire survey. This research measures POS using seven indicators, namely: (1) The organization understands employees' personal goals and values; (2) The organization pays attention to employee welfare; (3) The organization will forgive work-related mistakes as long as the employee concerned is willing to admit it; (4) The organization values employee opinions/input; (5) If the opportunity arises, the organization will utilize employee potential; (6) If employees face problems, the organization is willing to help; (7) The organization will assist employees if they require special assistance. Based on the research results, it is proven that ASN and PNS in Jepara Regency can support the implementation of new behaviors, especially during the COVID-19 pandemic, such as using masks when working, checking body temperature when entering the office, limiting direct interactions, implementing healthy patterns according to protocol. Health and maintaining effective communication so that ASN and PNS remain enthusiastic about their work. ASN and PNS think that work is worship, which also gives them a positive perspective when working.

Eighth, research by Sitaniapessy *et al.*, (2023) also proves that POS can effectively increase employee retention and organizational commitment at Bank Jatim Indonesia. POS can increase employee retention; in other words, the higher the POS variable, the higher the employee retention. The support provided by Bank Jatim Kepanjen Branch plays a vital role in increasing the organizational commitment of its employees. Companies that uphold equality in work are companies that care about their employees. Furthermore, the support felt by Bank Jatim Kepanjen Branch employees can increase their sense of involvement in the company. The researcher did not explain the measurement tools used to measure POS; they only explained the measurement of POS variables using surveys or questionnaires to 143 employees. So, the author interprets it into SPOS measurements.

Table 3. The Effect of POS on Employee Engagement and Employee Performance in Indonesian Government Agencies

Article	POS Measuring Tools	POS Elements	Effectiveness and Impact of POS on Indonesian Government Agencies
Dwitasari <i>et al.</i> , (2015)	SPOS (Eisenberger et al., 2001)	Employee welfare, Socio-emotional, Orientation towards organization and work.	POS has successfully influenced work engagement and organizational-based self-esteem in permanent employees, from staff to section heads at PT Pupuk Kaltim. As a result, employees can express themselves physically and cognitively and have positive emotions while working.
Sitorus (2018)	SPOS (Eisenberger et al., 2001)	Employee welfare, socio-emotional, Orientation towards organization and work.	The strong influence of POS in increasing work engagement makes employees in PT X's manufacturing industry have a positive attitude toward the results of their work. As a result,

Article	POS Measuring Tools	POS Elements	Effectiveness and Impact of POS on Indonesian Government Agencies
Wahyuni (2019)	SPOS (Eisenberger et al., 2001)	Employee welfare, Orientation towards organization and work.	employees become more attached to the company. POS failed to improve employee performance at PT PLN (Persero) UP2B East Java. As a result, employee complaints need to be responded to better by the company.
Dewi et al., (2020)	SPOS (Eisenberger et al., 2001)	Employee welfare, Orientation towards organization and work.	POS succeeded in influencing employee engagement but did not impact employee performance in one of Indonesia's public institutions. The impact is that the more employees are involved, the more employee engagement can increase. However, this involvement cannot improve their performance results.
Sulistiyawati & Sufriadi (2020)	SPOS (Eisenberger et al., 2001)	Employee welfare, Socio-emotional, Orientation towards organization and work.	POS is successful in influencing employee engagement and employee performance. As a result, employees at RSUD, such as Dr. Zainoel Abidin Banda Aceh, became more loyal.
Suardi et al., (2022)	SPOS (Eisenberger et al., 2001)	Employee welfare, Socio-emotional, Orientation towards organization and work.	POS has no vital role in employee and work engagement in any financial services organization in the post-COVID-19 pandemic era. As a result, many employees tend to feel lazy about working during the post-COVID-19 pandemic.
Rahmayani & Wikaningrum (2022)	SPOS (Eisenberger et al., 2001)	Employee welfare, socio-emotional, Orientation towards organization and work.	POS has been successful in influencing employee work engagement and performance. The impact is that civil servants and ASN in Jepara support the implementation of new behavior during the COVID-19 pandemic.
Sitaniapessy et al., (2023)	SPOS (Eisenberger et al., 2001)	Employee welfare, Socio-emotional, Orientation towards organization and work.	POS has been effectively successful in increasing employee retention and increasing organizational commitment at Bank Jatim Indonesia. As a result, employees have a high sense of involvement in the company to stay at work longer.

Based on the results of the analysis of several kinds of literature regarding the perceived influence of POS on employee engagement and employee performance in government agencies in Singapore, Thailand, and Indonesia, the measuring tools, POS elements, effectiveness, and impact of POS practiced in government agencies can be described as in Table 4.

Table 4. POS Practices on Employee Engagement and Employee Performance in Government Agencies in Singapore, Thailand, and Indonesia

POS at Singapore Government Agencies		POS at Thai Government Agencies		POS at Indonesian Government Agencies	
POS Measuring Tools	POS Elements	POS Measuring Tools	POS Elements	POS Measuring Tools	POS Elements
SPOS	Employee welfare, Socio-emotional, Orientation towards organization and work, Behavioral outcomes.	SPOS	Employee welfare, Socio-emotional, Orientation towards organization and work, Behavioral outcomes.	SPOS	Employee welfare, Socio-emotional, Orientation towards organization and work.

Based on Table 4 above, it can be explained that there are similarities and differences between the perceived influence of POS on employee engagement and employee performance in government agencies in Singapore, Thailand, and Indonesia. In the influence of POS practiced in government agencies in Singapore and Thailand, they use four elements of POS: employee welfare, socio-emotional, orientation towards the organization and work, and behavioral results. Meanwhile, the Indonesian government only uses three POS elements, namely employee welfare, socio-emotional, orientation towards the organization, and work (there is no "behavioral results" element). The similarity is that the three countries use the same measuring tool, the Survey of Perceived Organizational Support (SPOS). There are no "behavioral results" in Indonesia because there are no explicit findings regarding problems with cross-cultural citizenship behavior and the lack of withdrawal behavior from Indonesian employees.

Furthermore, Table 4 and the results of the researcher's analysis show that the influence of POS in Singapore and Thailand is much higher and better when compared to Indonesia. Several factors can cause the differences in research results, one of which is the practice of corruption and nepotism in Indonesia, which is relatively high (Bayu, 2021; Pertiwi, 2022; Simanjuntak et al., 2023; Susilo et al., 2023). According to recapitulation data on corruption crimes from the Indonesian Corruption Eradication Commission (KPK) in 2004-2018, there has been an almost significant increase in corruption cases yearly. The increase in cases of corruption indicates problems related to the weak eradication of corruption in Indonesia (Bayu, 2021). Apart from that, acts of nepotism start from the recruitment process for employees who work in Indonesian government agencies in forming a dynastic system to enrich personal interests. Corrupt behavior that continues to be carried out by individuals who work in government shows that these individuals still have bad morals and ethics as part of Indonesian society. When working, employees in the government who have noble morals and a strong mentality always prioritize the interests of the nation and the progress of the Indonesian state above

personal or group interests. Based on the constitution, the Indonesian state has given authority to government officials to manage the state budget for the welfare of society. So, people who work in the Indonesian government need individuals who serve with character and integrity because all of this is in line with the values of Pancasila. These Pancasila values will make employees more involved and improve employee performance and welfare (Delsya & Permana, 2022; Maukoni & Saingo, 2023).

Furthermore, national or cultural identity and the idea of caring for others also play an essential role in understanding corruption in business-government relations, as well as the imbalance of power that is the source of the maintenance of corrupt practices (Bayu, 2021; Pertiwi, 2022; Simanjuntak et al., 2023; Susilo et al., 2023). On the other hand, based on data from Transparency International (TI) (2023) in 2022 explains the achievements of the Corruption Perception Index (CPI) in Asia Pacific, where Indonesia is in the lowest ranking compared to Singapore and Thailand of 180 countries. Indonesia was ranked 110th, followed by Thailand at 101st, and Singapore at fifth. This TI data shows how a country can stop corruption in the public sector in each country. Meanwhile, Indonesia's position in the Southeast Asia Region is ranked 7th out of 11 countries, far below several neighboring countries such as Singapore, Malaysia, Timor Leste, Vietnam, and Thailand. Indonesia's ranking position shows that the response to corrupt practices tends to be slow and even continues to get worse due to the lack of support from stakeholders, thus supporting the reason that POS (performance, citizenship behavior, withdrawal behavior) in the "Behavioural Results" element in Indonesia is not found in previous research explicitly.

In this literature study, Singapore and Thailand are good examples of other countries in ASIA, especially Indonesia, handling employee welfare. Employee welfare in Singapore and Thailand is the effect of support from local government agencies, which positively impacts employee engagement and performance (Poocharoen & Lee, 2013). Most Asian governments are still weak in performance, efficiency, and integrity. However, Singapore and Thailand have proven by changing their bureaucracy to be more efficient, implementable, and centered on customer satisfaction, making them less vulnerable to corruption (Koike, 2013). In addition, in Thailand, the Public Service Commission and Public Service Division only supervise the performance of civil servants in key ministries and not government-related companies and independent institutions. In contrast, in Singapore, where the Public Service Commission and Public Service Division approach all levels of government agencies so that they can have better mental toughness in facing challenges with complex tasks, including assignments to government-related agencies (Poocharoen & Lee, 2013).

CONCLUSION

This research investigates the perceived influence of Organizational Support (POS) on employee engagement and performance in government agencies across Singapore, Thailand, and Indonesia. While employing a common measurement tool and POS elements, variations in outcomes arise due to the contextual nuances of each country's government agencies and human resources. The study highlights that the impact of POS on employee engagement and performance is more pronounced in Singapore and Thailand than in Indonesia. The prevalent POS element in the former two countries is identified as "Behavioral Outcomes," emphasizing performance, citizenship behavior, and withdrawal behavior. However, in Indonesia, issues related to cross-cultural citizenship behavior and employee withdrawal behavior were not explicitly identified, attributed to widespread corruption and nepotism hindering the development of a cross-cultural citizenship behavior framework. The research underscores the influence of corruption on business-government relations in Indonesia, deviating from the values of Pancasila, as reflected in the country's low Corruption Perceptions Index ranking. The absence of explicit findings on the "Results" element behavior is linked to systemic challenges, emphasizing the need for anti-corruption efforts and support from government stakeholders. Notably, the POS measurement tool used across the three countries is the Survey of Perceived Organizational Support. However, the study focuses solely on analyzing the influence and elements of POS, lacking an examination of obstacles, barriers, and solutions to POS implementation. The research suggests that

future studies should explore POS implementation differences on a broader scale, extending beyond the three countries, such as in European agencies.

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