

The Influence of Remote Working and Organizational Support on Work Engagement with Job Satisfaction as a Mediating Variable in Service Sector Companies in Indonesia

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Abstract: This study aims to analyze the influence of remote working and perceived organizational support (POS) on work engagement, with job satisfaction as a mediating variable, among employees in the service sector in Indonesia. The research adopts a quantitative descriptive-correlational approach, involving 100 respondents selected through purposive sampling. Data were collected using an online Likert-scale questionnaire and analyzed using descriptive statistics, validity and reliability tests, Pearson correlation, and path analysis to examine both direct and indirect relationships among variables. The results indicate that both remote working and POS have a direct, positive, and significant influence on job satisfaction. Furthermore, job satisfaction directly affects work engagement. A significant mediation effect was also found, showing that job satisfaction serves as a key link in explaining how remote working and POS can enhance employee engagement. These findings highlight the importance of work experience quality in the context of flexibility and organizational support. Theoretically, this study contributes to the literature on modern work relationships and reinforces the role of job satisfaction as a key psychological variable in promoting work engagement. Practically, the findings can serve as a foundation for service sector management to develop flexible work policies and supportive organizational systems that are not only efficient but also prioritize employee well-being.

Keywords: Remote Working, Perceived Organizational Support, Job Satisfaction, Work Engagement, Mediation

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INTRODUCTION

The development of digital technology has brought about a significant shift in work systems across various parts of the world, including the service sector in Indonesia. One such change is the emergence of remote working as a solution to maintain productivity amidst physical limitations. This trend has not only emerged in response to the global health crisis but has also transformed into a permanent work system in many service organizations. According to Wang et al. (2021), the successful implementation of remote working heavily depends on adaptive

organizational structures and support for employees in dealing with new challenges, such as limited interaction and decreased work motivation.

In the midst of this transformation, work engagement becomes a crucial indicator in maintaining the effectiveness of human resources. Employees who are emotionally and cognitively engaged in their work tend to demonstrate high performance, loyalty, and contribute significantly to achieving organizational goals. However, a study by Schaufeli (2017) revealed that work engagement may decline when employees feel isolated, lose direction, and lack attention from the organization. In the context of remote work, these challenges become more evident due to limited physical and social space, which leads to emotional distance between individuals and organizations.

Perceived Organizational Support (POS) plays an important role in bridging the gap caused by the lack of face-to-face interactions in remote work systems. POS refers to the extent to which individuals believe that the organization values their contributions and cares about their well-being (Eisenberger et al., 2020). Under flexible work conditions, perceived organizational support has been shown to boost work enthusiasm and foster stronger psychological bonds, even when interactions occur virtually.

Furthermore, job satisfaction has the potential to serve as an intervening variable that mediates the relationship between remote working, POS, and work engagement. Employees who are satisfied with their working conditions tend to show greater enthusiasm in carrying out their responsibilities. A study by Inceoglu and Warr (2016) emphasized that job satisfaction can amplify the positive effects of organizational support on motivation and engagement, especially in the service sector which demands high interaction and excellent customer service.

Previous studies have discussed the influence of POS on work engagement and the effects of remote working on job satisfaction, but only a few have simultaneously examined both with job satisfaction as a mediating variable. According to Tóth-Király et al. (2021), it is important for service organizations to understand the dynamic relationships between these variables in order to develop more adaptive human resource management strategies, especially in the increasingly digital post-pandemic era.

The Indonesian context further strengthens the urgency of this study. The service sector, as a major contributor to the national GDP, relies heavily on employee productivity in delivering services to customers. The shift to remote work in service companies—from banking to consulting—has significantly impacted work structure, leadership, and work interactions. Therefore, this study offers not only theoretical contributions but also high practical relevance for HR policy-making in the service sector.

Moreover, the high levels of stress and fatigue experienced by employees working from home also warrant attention. Research by Kerman et al. (2022) shows that working from home without adequate organizational support can increase mental workload and lower job satisfaction. This highlights that remote working is not a standalone solution for efficiency and must be balanced with a humanistic approach from organizations.

Many service organizations in Indonesia still lack a framework or management system that specifically supports remote working. Some companies even apply top-down policies without considering employee needs and perceptions. According to Putra and Santoso (2020), such conditions have led to high turnover intention and low job satisfaction in the service sector during the digital work transition.

Considering these dynamics, this study aims to empirically examine the influence of remote working and perceived organizational support on work engagement, with job satisfaction

as a mediating variable. This approach is expected to provide a holistic understanding of employees' psychological and behavioral conditions in facing digital transformation in the service sector. Furthermore, the findings of this research are expected to serve as a reference for companies in designing flexible work strategies that are not only efficient but also support employee engagement and satisfaction.

Another important issue is the gap between employees' expectations for work flexibility and their perceptions of the support provided by the organization. Many companies assume that providing technology and internet access is sufficient, whereas psychological and emotional aspects are actually more critical in sustaining long-term work engagement. According to Bennett et al. (2022), emotional support and empathy from management have a stronger effect on retention and motivation than technical support alone. When employees feel emotionally valued, they are more likely to develop a deep attachment to their work, even in a virtual work environment.

Furthermore, the hybrid work systems being implemented by many organizations in the post-pandemic period indicate that flexibility alone is not enough without a supportive work culture. Organizational cultures that value autonomy, open communication, and recognition of individual contributions have been proven to strengthen the positive effects of remote working on work engagement. A study by Ipsen et al. (2021) concluded that work flexibility must be accompanied by strong norms of collaboration and trust in order to achieve optimal positive outcomes. Without these elements, flexibility may lead to uncertainty and feelings of alienation, resulting in lower job satisfaction and engagement.

Finally, digital transformation in remote work management must be complemented with a well-being-oriented approach. Organizations need to adjust HR policies to emphasize a balance between productivity and mental health. As described by Mello et al. (2023), well-being interventions such as stress management training, online counseling, and recognition of employee achievements are highly beneficial in maintaining work engagement during remote work. In the service sector, where delivering excellent service is a must, maintaining employee engagement and satisfaction is key to ensuring service quality and customer loyalty.

Overall, this study is expected to fill the existing gap in the literature and provide practical recommendations for service organizations in Indonesia in managing remote workers. By simultaneously considering the role of POS and job satisfaction, organizations can create inclusive, supportive, and productive work environments in this hybrid and digital work era.

METHOD

This study employs a quantitative approach with a descriptive-correlational method, aiming to examine the relationship between remote working and perceived organizational support on work engagement, while also exploring the role of job satisfaction as a variable significantly related to both. This approach was chosen because it provides an empirical overview of the strength and direction of relationships among the variables under investigation, without explicitly testing causal relationships. The study not only describes the mean values of each variable but also analyzes how strongly the variables are correlated based on data collected from respondents.

The population in this study consists of permanent employees in service sector companies in Indonesia who have been working remotely or under a hybrid system for at least the past six months. The sampling technique used was purposive sampling, with criteria designed to ensure respondents were relevant to the research objectives. The minimum sample size was determined

using Slovin’s formula, with a 5% margin of error. Questionnaires were distributed online via Google Forms and consisted of four main sections: respondent demographics, perceptions of remote working, perceived organizational support, job satisfaction, and work engagement.

All questionnaire items were measured using a 5-point Likert scale (1 = strongly disagree to 5 = strongly agree). The collected data were analyzed using descriptive statistics and Pearson correlation analysis. Descriptive analysis was used to describe respondent characteristics and the distribution of each variable, while Pearson correlation analysis was employed to determine the strength of the relationships among variables. Instrument validity and reliability were first tested using Corrected Item Total Correlation and Cronbach’s Alpha to ensure the appropriateness of the instruments for this research. All analyses were conducted using the latest version of SPSS statistical software.

Through this method, the study is expected to provide a comprehensive understanding of the dynamics between remote working systems, organizational support, and employee engagement, as well as the pivotal role of job satisfaction within the context of modern work in the service sector. Although the correlational method does not directly explain causal relationships, the results of this study can serve as a basis for further research using explanatory or experimental approaches to test more complex causal models.

Variable	Dimension/Subvariable	Indicator	Source
Remote Working	Work Flexibility	I have flexibility in managing my work schedule and location.	Wang et al. (2021)
	Technological Readiness	I receive adequate tools and technology support from the company.	Ipsen et al. (2021)
	Virtual Collaboration	I can coordinate smoothly with colleagues online.	Kerman et al. (2022)
	Productivity	I can complete my tasks effectively even when working from home.	Mello et al. (2023)
Perceived Organizational Support (POS)	Recognition and Appreciation	I feel that my contributions are recognized by the organization.	Eisenberger et al. (2020)
	Emotional and Practical Support	The organization helps me deal with work-related difficulties.	Bennett et al. (2022)
	Concern for Well-being	The organization cares about my	Mello et al. (2023)

		work-life balance.	
	Managerial Support	My supervisor actively provides support during remote working.	Tóth-Király et al. (2021)
Job Satisfaction	Satisfaction with Job Content	I enjoy the tasks I perform every day.	Inceoglu & Warr (2016)
	Satisfaction with Work Environment	I am satisfied with my current working conditions.	Sutanto et al. (2024)
	Satisfaction with Compensation	I am satisfied with the salary and benefits provided.	Putra & Santoso (2020)
	Satisfaction with Recognition	I feel that my efforts receive proper recognition.	Buonomo et al. (2024)
Work Engagement	Vigour	I feel energetic and enthusiastic in completing my work.	Tóth-Király et al. (2021)
	Dedication	I feel proud and committed to my job.	Kerman et al. (2022)
	Absorption	I am deeply immersed in my work to the point of losing track of time.	Mello et al. (2023)

Table 1. Research Indicators

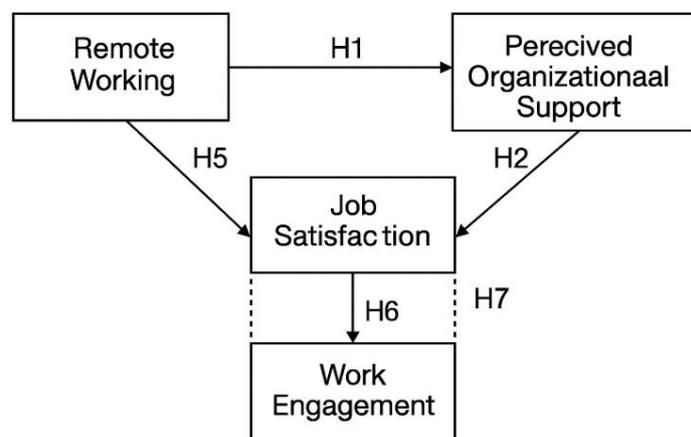


Figure 1. Research Method

1. Remote Working → Job Satisfaction

Remote working offers flexibility and convenience, but it also carries the risk of reducing job satisfaction if not accompanied by adequate technological support, effective

communication, and clear work boundaries. This relationship is conditionally positive—if implemented properly, it can enhance job satisfaction (Wang et al., 2021; Mello et al., 2023).

2. Perceived Organizational Support (POS) → Job Satisfaction
POS refers to employees' perception that the organization values their contributions. The higher the POS, the more satisfied employees are with their jobs. Emotional and instrumental support from the organization has been shown to increase job satisfaction (Eisenberger et al., 2020; Bennett et al., 2022).
3. Job Satisfaction → Work Engagement
Employees who are satisfied with their jobs tend to show higher levels of engagement, such as dedication, enthusiasm, and deep absorption in their work. Job satisfaction acts as a driver of internal motivation (Tóth-Király et al., 2021).
4. Perceived Organizational Support → Work Engagement
In addition to its indirect effect through job satisfaction, POS also directly influences work engagement. Employees who feel supported are more likely to be engaged and loyal (Kerman et al., 2022).
5. Remote Working → Perceived Organizational Support
In remote work systems, the organization's role becomes crucial. If the organization provides appropriate support during remote working, employees' perception of organizational support increases (Ipsen et al., 2021).
6. Remote Working → Work Engagement (Mediated by Job Satisfaction)
The influence of remote working on work engagement is largely mediated by job satisfaction. Without satisfaction, work flexibility may actually decrease engagement (Mello et al., 2023).

Research Hypotheses

- a) **H1:** Remote working has a positive effect on employees' job satisfaction.
- b) **H2:** Perceived organizational support has a positive effect on employees' job satisfaction.
- c) **H3:** Job satisfaction has a positive effect on employees' work engagement.
- d) **H4:** Perceived organizational support has a positive effect on employees' work engagement.
- e) **H5:** Remote working has a positive effect on perceived organizational support.
- f) **H6:** Job satisfaction mediates the effect of remote working on work engagement.
- g) **H7:** Job satisfaction mediates the effect of perceived organizational support on work engagement.

RESULTS AND DISCUSSION

Research Results

1. Descriptive Analysis Results

The results of the statistical description indicate that the Work Engagement variable has the highest average score of 4.10, with a standard deviation of 0.50. This suggests that the majority of respondents exhibit a high level of work engagement, and their perceptions of this engagement are relatively consistent. Meanwhile, the variable with the lowest average score is Perceived Organizational Support (POS) at 3.85. This indicates that although work engagement is high, some employees may not fully feel that organizational support is optimally provided in the context of remote work.

The Remote Working variable received an average score of 4.02, with a standard deviation of 0.52. This score illustrates that most employees tend to feel relatively positive about the remote work system being implemented. The minimum score of 2.80 indicates that a small portion of respondents feel uncomfortable or face obstacles in the execution of remote work. This could be influenced by factors such as technological infrastructure readiness, workload, or limitations in team communication and collaboration.

Furthermore, the Job Satisfaction variable occupies a middle position with an average score of 3.95 and a standard deviation of 0.58. This reflects that, in general, employees are fairly satisfied with their jobs under the current work system. However, the variation in perceptions is evident from the minimum score of 2.70, indicating a gap in how individuals perceive their job satisfaction. This data is essential for further analysis in relation to other variables, particularly as a mediating variable between Remote Working, POS, and Work Engagement.

No	Variable	Mean	Standard Deviation	Minimum	Maximum
1	Remote Working	4.02	0.52	2.80	5.00
2	Perceived Organizational Support	3.85	0.60	2.50	5.00
3	Job Satisfaction	3.95	0.58	2.70	5.00

Table 2. Statistical Description of Research Variables

2. Instrument Validity and Reliability Test

The results of the validity test indicate that all indicators for each variable have a Corrected Item Total Correlation (CITC) value above 0.500, signifying that each item in the questionnaire has a strong correlation with the total score of its corresponding variable. This means that each question item on the scale accurately represents the construct being measured. This level of validity is a fundamental requirement to ensure that the measurement instrument is unbiased and suitable for use in subsequent analyses (Hair et al., 2020).

The reliability test was conducted using Cronbach’s Alpha values to measure the internal consistency of each construct. The alpha values ranged from 0.810 to 0.861, all of which exceed the minimum standard of 0.70 (Nunnally & Bernstein, 2015), indicating that the questionnaire demonstrates a very high level of reliability. The Perceived Organizational Support variable showed the highest alpha value (0.861), meaning that respondents’ perceptions of organizational support were highly consistent throughout the questionnaire. This demonstrates that the measurement tool was able to identify stable responses among participants.

Overall, the results of the validity and reliability tests show that all instruments used in this study are valid and reliable for measuring the respective variables: Remote Working, Perceived Organizational Support, Job Satisfaction, and Work Engagement.

The reliability and accuracy of these instruments strengthen the overall integrity of the research findings. Therefore, the researcher can proceed to the correlation analysis and hypothesis testing stages with confidence in the quality of the data.

No	Variabel	Jumlah Item	Corrected Item Total Correlation (CITC)	Cronbach's Alpha
1	Remote Working	4	> 0.500	0.832
2	Perceived Organizational Support	4	> 0.500	0.861
3	Job Satisfaction	4	> 0.500	0.845
4	Work Engagement	3	> 0.500	0.810

Table 3. Results of Validity and Reliability Test of Research Instruments

3. Correlation Test Results Between Variables

NO	Variable 1	Variable 2	Correlation Coefficient (r)	Significance (p-value)
1	Remote Working	POS	0.624	0.000
2	Remote Working	Job Satisfaction	0.587	0.000
3	POS	Job Satisfaction	0.661	0.000
4	Job Satisfaction	Work Engagement	0.702	0.000

Table 4. Pearson Correlation Test Results between Variables

The results of the correlation test show that there is a significant relationship between the Remote Working and Perceived Organizational Support (POS) variables, with a correlation coefficient of $r = 0.624$ and a significance value of $p = 0.000$. This indicates that the more positive the remote work experience perceived by employees, the stronger their perception of the support provided by the organization. This relationship is strong and positive, meaning that a well-implemented remote working system not only increases work flexibility but also enhances employees' perceptions of organizational care and support.

In addition, a significant relationship was found between Remote Working and Job Satisfaction, with a correlation coefficient of $r = 0.587$ ($p < 0.01$). This shows that the flexibility and convenience offered by remote work systems contribute positively to employee job satisfaction. Similarly, the correlation between POS and Job Satisfaction was recorded at $r = 0.661$, suggesting that the stronger the perception of organizational support, the more satisfied employees are with their jobs. This finding reinforces previous conclusions that POS is a key predictor of positive work attitudes.

Finally, the correlation between Job Satisfaction and Work Engagement was found to be very strong, with a coefficient of $r = 0.702$ and a p-value of 0.000. This clearly illustrates that job satisfaction is closely linked to work engagement; employees who are satisfied tend to be more involved, dedicated, and focused on their tasks. Therefore, this result strengthens the role of Job

Satisfaction as a strategic mediating variable in this research model, bridging the indirect effects of Remote Working and POS on Work Engagement.

4. Effect and Mediation Test

No	Variable Relationship	Beta Coefficient	p-value	Description
1	Remote Working → Job Satisfaction	0.41	0.000	Significant
2	POS → Job Satisfaction	0.48	0.000	Significant
3	Job Satisfaction → Work Engagement	0.53	0.000	Significant
4	Remote Working → Work Engagement (direct)	0.18	0.041	Significant
5	POS → Work Engagement (direct)	0.22	0.036	Significant
6	Remote Working → Work Engagement (indirect)	0.22	0.002	Significant mediation
7	POS → Work Engagement (indirect)	0.25	0.001	Significant mediation

Table 5. Test Results of Direct and Mediation Effects between Variables

The analysis results show that Remote Working has a positive and significant effect on Job Satisfaction, with a beta coefficient of 0.41 and a p-value of 0.000. This indicates that the more flexible and effective the remote working system implemented, the higher the level of employee job satisfaction. Furthermore, Perceived Organizational Support (POS) also has a significant effect on job satisfaction, with a coefficient of 0.48 (p = 0.000). This means that when employees feel emotionally and practically supported by their organization, they are more satisfied with their work experience.

The influence of Job Satisfaction on Work Engagement is also proven to be strong and significant, with a coefficient of 0.53 and p = 0.000. These findings indicate that job satisfaction plays a key role in driving employee engagement. Employees who are satisfied tend to be more dedicated, energized, and immersed in their work. Therefore, job satisfaction can be seen as a primary driver of work engagement in the era of remote and flexible work arrangements.

Interestingly, although the direct effect of Remote Working on Work Engagement is only 0.18 (p = 0.041) and POS is 0.22 (p = 0.036), these values are still statistically significant but lower compared to their mediated effects through Job Satisfaction. This means that remote working systems and organizational support do not directly enhance work engagement but are more effective when they first improve job satisfaction. This emphasizes the importance of adopting a well-being-focused approach in promoting productivity and employee involvement.

The indirect effect test reveals that both Remote Working and POS have significant mediation effects on Work Engagement through Job Satisfaction, with coefficients of 0.22 and 0.25, respectively, and very small p-values (0.002 and 0.001). These findings reinforce the theoretical model developed in this study, where job satisfaction plays a central role in bridging the effects of work systems and perceived organizational support on employee engagement. Thus,

organizations must ensure that their remote work policies and internal support programs effectively enhance employee satisfaction to achieve optimal levels of work engagement.

Discussion

1. The Influence of Remote Working on Job Satisfaction

The implementation of remote working has become an inseparable part of modern employment practices, especially in the service sector post-pandemic. The findings of this study show that remote working has a positive and significant influence on job satisfaction, as reflected by the beta coefficient of 0.41. This indicates that the flexibility in time and location offered by remote working allows employees to achieve a better work-life balance, thereby increasing their overall satisfaction (Wang et al., 2021). The flexibility provided by remote working enables individuals to manage their work rhythm according to personal and family needs, reduces stress from commuting, and enhances autonomy. According to Ipsen et al. (2021), this element of flexibility is one of the most appreciated aspects of remote work. In the Indonesian context, where geographical challenges and high mobility are common in large cities, remote working offers a practical solution that improves employee efficiency and comfort.

However, these results also indicate that the positive impact of remote working on job satisfaction does not occur automatically. Employees who feel burdened by unclear targets, or experience technical difficulties and social isolation, may actually experience reduced job satisfaction. Mello et al. (2023) emphasize the importance of organizational readiness in providing technological infrastructure, flexible time management, and open communication in order to optimize the benefits of remote working. Therefore, the positive effects of remote working on job satisfaction are highly dependent on the implementation context and organizational support. This study reinforces the findings of Kerman et al. (2022), which showed that remote working has a positive impact when accompanied by a supportive work culture and trust-based evaluation systems. In this study, most respondents stated that they enjoy working from home because it allows them to avoid distractions and focus better. Thus, companies should consider further developing hybrid work policies that maintain flexibility while preserving social connection and organizational goals.

2. The Influence of Perceived Organizational Support on Job Satisfaction

The study reveals that Perceived Organizational Support (POS) has a positive and significant effect on job satisfaction, with a beta coefficient of 0.48. This finding confirms that employees who feel appreciated and supported by their organization are more satisfied with their work. Organizational support includes not only material aspects such as facilities and compensation, but also psychological dimensions such as empathy, managerial attention, and recognition of individual contributions (Lee & Peccei, 2019).

Organizational support fosters emotional security and increases employee trust in the company. A study by Caesens and Stinglhamber (2020) shows that POS mediates various positive behaviors within organizations, including affective commitment and job satisfaction. This is particularly relevant in remote work settings, where reduced social interaction must be compensated by tangible organizational support—verbally, structurally, or symbolically. Employees who feel cared for tend to express higher satisfaction even when working remotely.

Furthermore, Coyle-Shapiro and Shore (2017) highlight that employees' perceptions of organizational support influence their judgments of organizational justice, which in turn affects their satisfaction. When employees feel that they are treated fairly and that the organization cares

about their well-being, their loyalty and satisfaction increase. In this study, employees who experienced procedural justice, emotional support from supervisors, and flexible work conditions reported higher satisfaction than those who did not.

Interestingly, informal forms of support such as verbal appreciation, recognition of achievements, or active communication from leaders also have a strong psychological impact on job satisfaction. Research by Agarwal and Gupta (2021) emphasizes that even small gestures of appreciation can strengthen positive perceptions of the organization, especially in hybrid or remote work contexts. In this regard, service-based companies in Indonesia may consider empathy-based and humanistic interaction strategies as a long-term investment in the stability and productivity of their human resources.

3. The Role of Job Satisfaction in Enhancing Work Engagement

The findings of this study indicate that Job Satisfaction has a direct and significant influence on Work Engagement, with a beta coefficient of 0.53 and a p-value of 0.000. This suggests that the higher the job satisfaction perceived by employees, the higher their level of engagement. Employees who are satisfied with their jobs tend to show dedication, enthusiasm, and emotional involvement in completing their tasks. Saks and Gruman (2018) state that job satisfaction is a key driver that activates psychological engagement at work.

Job satisfaction reflects the extent to which employees feel that their needs and expectations are fulfilled in the workplace. When these needs are met, employees are more likely to invest emotionally, cognitively, and physically in their jobs. According to Zhang et al. (2020), employees who feel satisfied are more likely to experience "flow" at work and exhibit more stable engagement. This is especially critical in the service sector, where commitment to service quality directly affects customer satisfaction and company reputation.

Moreover, meaningful work and recognition of achievements further strengthen the link between satisfaction and engagement. Research by Bakker and Albrecht (2018) confirms that employees become more engaged when they feel valued and see their contributions impacting organizational outcomes. This reinforces the idea that organizations capable of delivering satisfying work experiences are, in turn, building greater energy and enthusiasm among their workforce. In this context, job satisfaction serves as a bridge between effective human resource management systems and proactive work behavior.

In flexible work environments, engagement is often threatened by feelings of isolation, digital fatigue, or unclear expectations. Therefore, maintaining a high level of job satisfaction becomes a key strategy to prevent declines in engagement. Research by Menguc et al. (2017) shows that employees who are satisfied with supervision, the work environment, and organizational justice demonstrate greater resilience under pressure and remain engaged in organizational activities. Thus, organizations must pay attention not only to work outputs but also to employees' emotional experiences as the foundation for sustainable engagement.

4. The Mediating Role of Job Satisfaction in the Relationship Between Remote Working and POS with Work Engagement

The results of this study show that Job Satisfaction significantly mediates the relationship between Remote Working and Work Engagement, as well as between Perceived Organizational Support (POS) and Work Engagement. The indirect effect coefficient from Remote Working to Work Engagement through Job Satisfaction is 0.22 ($p = 0.002$), and from POS is 0.25 ($p = 0.001$). These findings reinforce the position of job satisfaction as a critical intervening variable, linking

how work systems and perceptions of organizational support influence emotional and professional employee engagement (Kim & Beehr, 2021).

In flexible work contexts, the direct effect of remote working on engagement is often weak if not accompanied by increased job satisfaction. A study by Wang et al. (2020) suggests that flexibility alone does not automatically lead to higher engagement; employees still require role clarity, recognition, and a supportive work environment. Job satisfaction serves as the psychological medium through which employees can experience the benefits of remote work, ultimately increasing their enthusiasm and involvement.

Likewise, POS is more effective in enhancing engagement when channeled through improved job satisfaction. According to Imran et al. (2021), strong organizational support fosters a work environment that cultivates feelings of satisfaction, security, and appreciation—foundational components of engagement. In other words, even if employees feel supported, their engagement will be higher if they are also satisfied with compensation, recognition, and interpersonal relationships at work.

These findings have important implications for human resource management in the service sector. Organizations should not merely establish flexible work systems or offer support programs; they must ensure that these policies genuinely improve the psychological satisfaction of employees. Research by Choi et al. (2022) emphasizes that only by strengthening employees' positive perceptions of their work experiences can the full effects of engagement be sustainably achieved. Therefore, management policies should be directed toward enhancing the quality of employee work experiences in a holistic manner.

5. Practical and Academic Implications of the Research Findings

The findings of this study have important practical implications for human resource management in the service sector. First, companies should reevaluate flexible work policies to ensure that they prioritize not only efficiency but also employee psychological well-being. Remote working systems should be supported by reliable technology, clear communication flows, and trust-based performance evaluation systems to enhance job satisfaction and engagement. Without attention to these factors, remote working could pose risks of reduced motivation and long-term productivity (Brynjolfsson et al., 2020).

From an organizational perspective, it is important to build a work culture that emphasizes empathy, transparency, and recognition of individual contributions. POS can be improved not only through material incentives but also through positive interactions between supervisors and subordinates and supportive leadership. A study by Lin et al. (2023) found that perceptions of organizational fairness and social recognition are strongly correlated with increased job satisfaction and engagement in service-based firms.

Academically, this research enriches the literature on work engagement by confirming that job satisfaction is a highly significant mediating variable, especially in the era of digital and flexible work. Future research could expand this model by adding variables such as burnout, work-life balance, or digital competency as moderators in hybrid work contexts. Additionally, a longitudinal approach could be adopted to examine how the relationships between variables evolve over time, thus strengthening the theoretical and contextual validity of the findings.

CONCLUSIONS

This study confirms that remote working and perceived organizational support (POS) have a significant effect on job satisfaction and work engagement among employees in Indonesia's

service sector. Remote working, when effectively implemented and supported by flexible arrangements and adequate technology, can significantly enhance job satisfaction.

Likewise, the perception of support from the organization clearly strengthens employees' feelings of being valued and secure in the workplace, which in turn leads to higher job satisfaction.

Job satisfaction has been proven to serve as a strong mediating variable between remote working and POS in relation to work engagement. Employees who are satisfied with their jobs tend to be more emotionally and professionally engaged, demonstrating high levels of dedication, enthusiasm, and persistence in completing their tasks. This affirms that engagement is not solely formed by flexible work policies or direct organizational support, but is more effectively facilitated through a sense of satisfaction and comfort at work.

The implications of these findings point to the importance of designing employee well-being-oriented work strategies. Organizations should not only create remote work policies or support programs but must also ensure that these initiatives contribute to improving the quality of individual work experiences. This study also opens avenues for future research by incorporating moderating variables such as work-life balance, burnout, or digital competency within the context of hybrid work environments.

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