

Influence of Perceived Organizational Support and Work Engagement on the Contextual Performance of Entrepreneurs

Satria Efandi^{1*}, Riva Nadia Putri²

¹Universitas Syedza Saintika Padang, Indonesia

²Universitas Negeri Padang, Indonesia

Jl. Prof. Dr. Hamka, Air Tawar, Koto Tangah, Kota Padang, Sumatera Barat, Indonesia

Author correspondence: satriaefandi@gmail.com*

Abstract. This study aims to analyze the influence of perceived organizational support and work engagement on the contextual performance of entrepreneurs in Padang City. Contextual performance is an important aspect of the work environment, reflecting the voluntary behavior of employees or entrepreneurs in helping, collaborating, and supporting organizational or business goals beyond their core duties. In the context of entrepreneurship, contextual performance can influence business continuity and development, as highly committed entrepreneurs tend to demonstrate greater initiative, loyalty, and involvement in business processes. Perceived organizational support, the extent to which individuals feel valued and supported by the organizational environment or business community, is a determining factor in shaping these positive behaviors. Meanwhile, work engagement reflects the level of enthusiasm and dedication of individuals in carrying out their business roles. This study used a quantitative approach with a cross-sectional method, and data were collected through a survey of 1,146 entrepreneurs in Padang City, West Sumatra Province. The analysis showed that both perceived organizational support and work engagement significantly influenced the contextual performance of entrepreneurs. The coefficient of determination (R^2) of 0.67 indicates that 67% of the variation in contextual performance can be explained by these two variables ($p < 0.01$). This finding underscores the importance of creating a supportive environment and encouraging high work engagement in the entrepreneurial context. Therefore, business owners, policymakers, and business community managers need to consider these two factors when designing comprehensive business performance improvement strategies to support regional economic growth.

Keywords: Contextual performance, Entrepreneurs, Perceived organizational support, Performance, Work engagement

1. INTRODUCTION

Entrepreneurship plays a crucial role in supporting the nation's economy by creating jobs, driving innovation, and strengthening the national economic structure (Ling, et al, 2020). Through business activities, entrepreneurs not only create job opportunities for themselves but also for their surrounding communities, thereby reducing unemployment and improving welfare. Furthermore, entrepreneurship is a driving force for innovation, providing new products, services, and solutions that are relevant to market needs and current developments (Widiastuti, 2019). On a macro scale, the growth in the number of entrepreneurs also contributes to increased state revenue through taxes and the expansion of productive economic sectors (Ameer & Khan, 2023). Particularly in the current era of globalization and digitalization, entrepreneurship plays a strategic role in building economic independence and strengthening the nation's competitiveness on the international stage. Therefore, developing a conducive entrepreneurial ecosystem is key to creating inclusive and sustainable economic growth (Ameer & Khan, 2023).

Entrepreneurship growth in Indonesia continues to show a positive trend, marked by an increase in the national entrepreneurship ratio, which reached 3.04% in 2024. At the regional level, Padang City, part of West Sumatra Province, recorded a higher entrepreneurship ratio of 4.10%, reflecting the strong trading spirit inherent in the local Minangkabau culture (Hasnah, et al, 2025). This phenomenon indicates that the entrepreneurial potential in Padang is growing significantly and can become a driving force for the regional economy. Amid this growth, the business world is also experiencing various dynamics that influence business direction and strategy. However, despite the widening opportunities for business growth, businesses in Indonesia, including in Padang City, need to strengthen their adaptive and innovative capacities to remain relevant and competitive amidst rapid change (Hasnah, et al, 2025).

Business competitiveness is heavily influenced by various internal and external factors, one of which is the contextual performance of the business owner. Contextual performance is known as individual behavior to engage voluntarily in informal activities, persistently achieve a task, have the intention to coordinate with other parties, discipline against organizational regulations, and also adjust personal performance to efforts to achieve company performance targets (Bharwajd &; Kalla, 2021). Examples of contextual performance that can be observed from individuals are such as the desire and enthusiasm to complete each task, the willingness to take the initiative to help the work of other colleagues voluntarily, respect and discipline towards all applicable work procedures and organizational rules, and the desire to participate in activities that can help the progress of the organization (Ling, Singh &; Arumugam, 2020). Contextual performance is needed in entrepreneurship to increase productivity and quality of work teams, increase revenue, save resources owned, make scarce capital efficiencies to maintain business process functions, become an actual medium to coordinate work activities, assist in maintaining business partners, increase consistency to adapt to environmental changes (Nofrianda, Sari &; Widiana, 2020).

The application of contextual performance can be found in almost every form of organization or workgroup. The contextual performance will also be more visible in organizations that have a more established structural design and have a democratic cultural climate (Nofrianda, Sari, Widiana, 2020; Ling, Singh &; Arumugam, 2020). Theoretically, these contextual work behaviors can arise because they are caused by several elements sourced from within the scope of the company. One of the factors that contribute to the emergence of contextual performance in employees is the employee's assessment of the company's support for themselves (Meyers, et al, 2020) and the self-attachment that employees have to their organization (Aulia, Susanto, Hidayat, 2019).

Managing business activities requires paying attention to the typical characteristics of employees. Employees as company assets act as important assets that are the main key drivers of business activities (Syafruddin, et al, 2022). One form of concern for human resource assets is to provide support through the fulfillment of rights to everyone involved in the business (Widiastuti, 2019). The form of support provided must have certain objectives and effects targeted at the human resources concerned (Sun, 2019). This support will be perceived and interpreted by individuals whether it helps significantly in work effectiveness or not (Sun, 2019). If individuals perceive support as something positive, then individuals will be motivated to show their best performance or provide more work controversy as a form of response because they have been appreciated by other business members (Widiastuti, 2019; Sun, 2019). Additionally, in entrepreneurial activities, it is also important to foster and cultivate a sense of ownership in human resources as part of the business. This sense of ownership is interpreted as a form of self-identification from individuals to their businesses so that attachment to the work done arises (Schaufeli, et al, 2019). An individual's attachment to their work is predicted to lead to the formation of dedication and sincerity not only in completing personal work but also in seriousness and desire to foster the business to achieve its goals by mobilizing the capacity that the individual has (Abdullah, et al, 2021).

Based on what precedes, this study seeks to contribute to the field of managing human resource management and business behavior, especially those related to work engagement, perceived organizational support employees, and contextual performance in Padang City, West Sumatra. This research is also expected to play a role in helping entrepreneurs understand the importance of contextual performance as a supporting form of achieving business targets, which can be formed and influenced by perceptions of support from the business environment and a sense of individual attachment to their business processes. In addition, this research is also expected to have a positive impact in enriching employee management repertoire within the company, one of which is to create employees who are supportive of organizational goals and embrace the vision and mission of the organization to make more contributions to the growth of the company.

2. THEORITICAL FRAMEWORK

Contextual Performance Theory

According to Borman and Motowidlo (in Widodo, 2021), performance can be divided into two categories, namely task performance and contextual performance. Task performance includes the actions of employees who are directed and actively participate in the organization's

work process in the form of transformation into goods or services, while contextual performance is defined as activities that play a role in managing business stability, social and social situations, diverse psychological environments in the workplaces needed as part of work. Contextual performance plays its unique role in helping to encourage employees to work as well as possible away from their core duties. Contextual performance refers to employee voluntary actions (Kany, 2019) that benefit employers indirectly. Contextual performance can be seen when employees take the initiative in teamwork to address performance constraints, maintain effective work relationships, or exert more effort in completing tasks after set targets (Fortuna & Yurnalis, 2020). This kind of performance is a particular aspect of personal activity in the workplace, but it is outside the formal work environment, flexible, and not directly integrated into the applicable work process. This kind of behavior can be raised by individuals in the form of their initiative to provide a positive thing for the organization.

Perceived Organizational Support Theory

Eisenberg, Huntington, Hutchison, and Sowa (in Putra, Taba & Sorbansyah, 2019) are researchers who propose the concept of how employees interpret the help and care provided by the company to them known as perceived organizational support. Perceived organizational support is interpreted as assumptions from employees regarding the form of organizational actions to provide support and care to the employees concerned (Rosa & Tabroni, 2020). All forms of contributions and treatments from the organization felt by employees are interpreted as input and information which are then analyzed and interpreted into perceptions and assessments of organizational contributions (Bernarto, et al, 2020). This perception will then lead to employee confidence regarding the appreciation from the company based on the work contribution they make to the company and the company's concern for their lives. The level of employee trust is also actually influenced by an assessment of observations and experiences on how the company treats employees properly (Rubaca, 2020). In addition, the development of perceived organizational support measurement tool was conducted by considering various multidimensional factors that lead to several organizational behaviors and human resource management practices, resulting in effects in the form of organizational members' perceptions of their workplace (Allen & Shannock, 2013). In other words, the conditions of human resource management within the company provide a significant overview to assess the extent of organizational support given to employees (Kim et al., 2023).

Work Engagement Theory

Bakker and Leiter (in Lai, et al, 2020) define work engagement as another form of motivation for people to work. Employees feel compelled to work toward more difficult goals, want to excel, and respond quickly to situations, and employees are more likely to be satisfied with their efforts to achieve the goals they strive for. Work engagement reflects the personality of employees who bring that energy to work passionately and enthusiastically. In addition, this kind of energy reflects a strong interest in work. Schaufeli, et al (in Gabel-Shemueli, 2019) interpret work engagement as a positive attitude, an effort to fulfill work from the attentional focus which is classified into a certain meaning. Schaufeli, et al (in Vakola, Petrou &; Katsaros, 2021) stated that work engagement is an employee psychological condition regarding optimal and intact work characterized by 3 characteristics, namely vigor, dedication, and absorption. Vigor or vitality is characterized by high energy and mental strength at work, and the desire to establish its position at work and persevere in the face of adversity and pressure. Dedication refers to someone who is deeply engaged in their work and who finds a sense of relevance, passion, ideas, pride, and challenge through their work. Then absorption is characterized by full focus and pleasant participation in work, feelings regarding time passing quickly and it is difficult to leave work (Borst, Ruyen &; Lako, 2019; Roskova &; Faragova, 2020).

Hypothesis and Conceptual Framework

Based on the description of the interaction between the variables above, there is a hypothesis that the researcher raised in this study:

- Work engagement and perceived organizational support simultaneously affect the contextual performance of business actors (H1)
- There is a positive influence of work engagement on the contextual performance of business actors (H2)
- There is a positive influence of perceived organizational support on the contextual performance of business actors (H3)

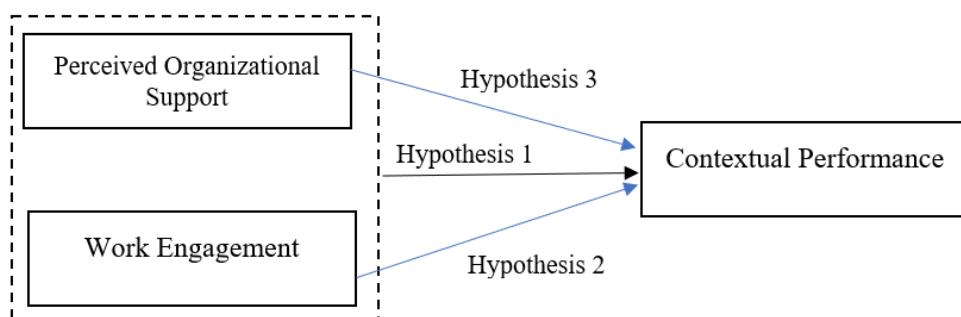


Figure 1: Research Conceptual Framework (Sources: Author)

3. RESEARCH METHOD

This study consists of three variables whose data will be collected and analyzed. Contextual performance serves as the endogenous variable, while perceived organizational support and work engagement are positioned as exogenous variables.

The population of this study is people who carry out entrepreneurial activities and have business units located in Padang City as many as 1146 people. The overall population for this study was derived from a survey of the number of entrepreneurs that the researchers encountered in the field and who met the criteria for the study subjects. Researchers take an error rate of 5% of the population by considering time constraints and researcher limitations (Azhari, et al, 2023). The sampling technique in this study is purposive sampling. This method is used to determine the conditions and types of research subjects that have matched the characteristics determined by the researcher (Unaradjan, 2019). Researcher also using quota sampling to setting a certain number as a target that must be met in sampling from populations, especially those that are infinite or unclear, then with a benchmark number the researcher takes samples arbitrarily as long as they meet the requirements as samples from the population. Entrepreneurial respondents can inclusively be characterized as individuals actively operating or having ownership responsibilities in a business, whether small or large in scale, and may have diverse business goals, including financial and social objectives, or a combination of both. They exhibit proactive, creative, and innovation-oriented attitudes in developing their ventures. Inclusive characteristics also encompass entrepreneurs with businesses on both local and international scales and include those willing to take risks to achieve significant business outcomes and growth. Meanwhile, exclusive characteristics may involve parameters such as financial independence, where entrepreneurs are not significantly dependent on financial resources from others, as well as an orientation toward business ownership and self-reliance in managing their own business risks. Therefore, these inclusive and exclusive characteristics help identify and understand the diversity within the entrepreneurial population, providing a more comprehensive overview in the context of research or evaluations conducted. For the sample studied to be representative, this study used a sample size table based on population by Krejcie and Morgan. Based on Krejcie and Morgan's table, a population of 1146 people, has a sample size of 291 people with 5% Margin Of Error (Azhari, et al, 2023).

Data Collecting Method

The following is the presentation of each research scale that has been selected by researchers which will be used as a tool for data collection in the field. Each measurement instrument used in this study possesses an appropriate level of validity and reliability for

application in field data collection. Data were collected using two methods: first, by asking research respondents to directly complete the questionnaires distributed by the researchers, and second, by providing an online survey platform to facilitate more efficient outreach to respondents.

Research Instruments

The measurement instruments used in this study consist of three types, each representing one of the variables. The following is an explanation of the three measurement instruments employed.

1. Contextual Performance Scale

The contextual performance scale used in this study is a contextual performance scale developed by Borman and Motowidlo which was later adapted by Nofrianda (2019) in their research. The contextual performance scale consists of 16 items prepared using aspects contained in contextual performance, namely enthusiastic, voluntary, mutual assistance, complying with regulations, and supporting organizational goals. This scale has an alpha reliability coefficient value of 0.862, which can be said to be a reliable scale to use in this research.

2. Perceived Organization Support Scale

The perceived organizational support scale used in this study is the perception of organizational support scale compiled by Einsenberg adapted by Sari, et al (2020). This scale consists of 16 items arranged based on aspects derived from the construct of perceived organizational support theory according to Rhoades and Eisenberger, namely appreciation and recognition of employees and organizational concern for employee welfare. The scale has a reliability coefficient value of 0.799 which can be said to be reliable for use in this research.

3. Work Engagement Scale

The work engagement scale used in this study is the Utrecht Work Engagement Scale (UWES) which was adopted by Ratih (2020) in his research. The UWES scale consists of 18 favorable items arranged based on aspects contained in the work engagement construct according to vigor, dedication, and absorption (Schaufeli, 2019). This UWES scale has a reliability coefficient value of 0.862 which can be said that the scale is reliable for use in this research.

Data Analysis Methods

The data analysis method used in this study is the Structure Equation Modeling (SEM) method using the Partial Least Squares (PLS) program, namely Smart PLS 3.0, as a tool for testing structural models (Copyright License for this software was obtained through the

university purchase). The inner model is a structural model that predicts the influence between latent variables (Sarstedt & Cheah, 2019). Inner model evaluation is applied through three stages, namely by paying attention to: First, coefficient of determination to measure the degree of variation from exogenous to endogenous variables. The R-square value refers to the range where the R-squared values are 0.67 (strong), 0.33 (medium), and 0.19 (weak). Second, predictive relevance measures how well observations are generated by models and parameter estimation. Looking at $Q > 0$ indicates that the model has predictive relevance. Third, GoF Index (GoF) is an index that provides an overview of the level of goodness of a model based on predictions and actual data. The GoF index value is calculated by multiplying the average of the community index by R, so that the GoF values are 0.1 (small GoF), 0.25 (medium GoF), and 0.36 (large GoF). After testing R, Q, and GoF, the results show how the model is formed, and the expectations on the model are strong (taking a new sample from the entire population does not significantly change the parameters of the model). This test allows for testing hypotheses (effects between variables). The hypothesis test aims to describe the effect of organizational support and perceived work commitment on employee contextual performance by testing p-values, t-statistics, and original samples (Sarstedt and Cheah, 2019).

Next step, hypothesis testing using the t-statistics value used is > 1.96 which shows the hypothesis is accepted. Meanwhile, the hypothesis is accepted or rejected by looking at the probability value, namely if the p-value < 0.05 and to see the direction of positive or negative influence by looking at the original sample value (Wong, 2019).

4. RESULT AND DISCUSSION

These analysis begin with showing categorization and percentage achievement of each variables based on the data that have been collected. Categorization of each variable conduct by establishing category criteria based on the assumption that the subject's score is an estimate in the population and the subject's score in the population is normally distributed according to a standard normal curve (Priardana & Sunarsi, 2021). The categorization to be used is based on a hypothetical score

Table 1. Categorization of achievements per variable

Variable	Percentage (%)	Category
Contextual performance	85.9	High
	14.1	Average
	0	Low
Work Engagement	71.5	High
	28.5	Average
	0	Low
Perceived organizational Support	70.1	Positive
	29.9	Neutral
	0	Negative

Based on the categorization above, it can be seen that most subjects have contextual performance, work engagement, and perceived organizational support in the high category. Others were in the medium category, and none had low contextual performance, work engagement, and perceived organizational support.

The following analysis presents the results of the research hypothesis testing, which will be explained one by one as follows.

Hypothesis Testing Result

a) Mayor Hypothesis (Hypothesis 1)

Based on the results of multiple regression analysis for the major hypothesis, an F value was obtained in work engagement and perceived organizational support for contextual performance of 98.538 with a significance level of 0.000 ($p < 0.01$). This means that there is simultaneously a very significant influence of work engagement and perceived organizational support on contextual performance with the resulting influence (R Square) of 40.6%. Referring to these results, it can be said that the major hypothesis proposed by the researcher is accepted. The results of multiple regression analysis for major hypotheses can be seen in the following table:

Table 2. Results of the analysis of the major hypothesis test

Variable	R	R Square	F	Sig (p)	Information
Work Engagement and Perceived Organizational Support on Contextual Performance	0.637	0.406	98.538	0.000	Very significant

b) Minor Hypothesis (Hypothesis 2 and 3)

Based on the results of partial effect analysis on work engagement of 9.861 with a significance level of 0.000 ($p < 0.01$). Furthermore, the results of the partial influence analysis on perceived organizational support on contextual performance obtained a Beta value of 0.146 and a t value of 2.642 with a significance level of 0.009 ($p < 0.01$). This shows that separate work engagement has a very significant positive effect on contextual performance and perceived organizational support has a very significant positive effect on contextual performance. The results of regression analysis for minor hypotheses can be seen in the following table:

Table 3. Results of minor hypothesis test analysis

Variable	Beta	T	Sig (p)	Information
Work Engagement on Contextual Performance	0.543	9.861	0.000	Very significant
Perceived Organizational Support for Contextual Performance	0.146	2.642	0.009	Very significant

c) Effective Contribution

Determining the effective contribution of work engagement and perceived organizational support variables to contextual performance can be analyzed based on the following table:

Table 4. The value of the coefficients Beta and Zero Order

Variable	Beta	Zero Order
Work Engagement on Contextual Performance	0.543	0.626
Perceived Organizational Support on Contextual Performance	0.146	0.454

First, result of effective contribution of work engagement to contextual performance is 0,34%. Second, result of effective contribution of perceived organizational support to contextual performance is about 6.6%. And last, result of effective contribution of work engagement and perceived organizational support simultaneously to contextual performance is around 40.6%. This means that work engagement has a greater influence on contextual performance.

Discussion

This research focuses on the contextual performance of business actors who are influenced by work engagement and perceived organizational support. Based on the categorization findings, it was found that work engagement, perceived organizational support, and contextual performance owned by business actors were in the high category. This is in line with preliminary data in the field which shows that most employees have a fairly high contextual performance. Then based on the results of the analysis of research data conducted, the overall hypothesis proposed is significantly proven by the data obtained in the field. Discussion of research results can be described as follows:

First, this study shows that work engagement and perceived organizational support simultaneously influence the contextual performance of business actors in Padang City. That is, the higher the work engagement and perceived organizational support owned by employees, it will affect the improvement of the contextual performance of business actors. The simultaneous influence of work engagement and perceived organizational support is seen as the cause and model of contextual performance as applied within the business unit. When someone feels justice, is treated well by people in the company, gets appreciation for their work, and feels needed, it will be able to promote better positive behavior (Budhiraja, 2021). The positive feelings possessed by these business actors can foster a sense of attachment which ultimately makes someone willing to show in return in the form of contributions such as efforts to improve the efficiency and effectiveness of overall business performance even outside formal work requirements, or in other words individuals who feel supported by their own company and have a positive feeling of attachment to work will show more additional effort in

Activities that exceed their normal targets with more enthusiasm and willingness. (Budhiraja, 2021; Wahyuni and Sulastri, 2020).

The effective contribution obtained from the results of this study shows that the variables of work engagement and perceived organizational support to contextual performance have an effective contribution of 40.6%. The remaining 59.4 and other contextual performances were influenced by other variables that were not studied in this study. Nofrianda (2019) also collects factors that influence the level of contextual performance are organizational culture, job satisfaction, and affective commitment. The reason for the greater contribution of work engagement to contextual performance is that the employees of the study subjects have the drive to perform at their best and the willingness to contribute is due to a sense of belonging and self-actualization to their efforts. This is also supported by the length of time the subject has been dabbling with the average has been quite long. The influence of perceived organizational support itself has a small contribution to contextual performance because individuals only feel financial support from the company in the form of salary and benefits which are the main factors for employees to be excited and willing to contribute to the company but for other support, it is not so felt the impact on their contextual performance.

Second, this study also shows that there is a positive influence between work engagement on contextual performance in business actors in Padang City. That is, the higher the work engagement owned, the greater the effect on improving contextual performance. Contextual performance can arise because the company plays an important role in increasing the work engagement of the people in it and can be encouraged to exceed contributions, and targets outside the task and become willing to support company goals. Motyka (2018) in her research suggests that work engagement has a positive influence on improving contextual performance related to aspects such as the desire to maintain the company's existence, awareness of increasing discipline and responsibility towards the company, creativity, and innovation to improve the quality of work and the company, proactive and initiative towards work and improvement of work results, active learning behavior, optimization work productivity, adaptability in a good work environment, social strengthening and teamwork, awareness of work safety behavior, and accuracy in decision making that is useful for personal performance and company profits.

This can be caused by business actors who have an attachment to their company developing positive work habits that they will apply in the work environment and are willing to give various extra efforts to improve the company's performance. Individuals who have high attachment will also work more professionally and openly with various interactions within the

company (Dubblet, et al, 2019). In addition, individuals who have work involvement will also be intellectually and emotionally attached to the company, where employees in this phase will go the extra mile beyond the basic job requirements (Malik & Garg, 2020). Work engagement is considered a predictor of an individual's willingness to expend discretionary efforts to help the company achieve goals. Furthermore, work engagement owned by individuals will help develop contextual performance potentials that come from within themselves such as creativity, compliance with regulations, and the desire for better adaptation in the work environment. In addition, individuals who invest themselves into job roles will tend to bring a broader conception of the role and are more likely to step outside the formal confines of work to facilitate the company in general and the people within it. This can be caused by work engagement triggering the emergence of positive emotions in developing themselves and being open to opportunities in existing work and openness to helping others (Saks, 2019).

Contextual performance can be useful for the company if the managers or superior pays attention to the condition of employee engagement with their work to be able to see how likely individuals will give extra targeted efforts to the company. (Rai, et al, 2018). If managed properly, work engagement can trigger individuals to be proactive, creative, and willing to share knowledge or skills in the work environment to improve the quality of the company's work. Individuals who have good work relationships will also develop strategic work skills to help companies in facing change (Islam and Tariq, 2018).

Third, the study shows that there is a positive influence between perceived organizational support on the contextual performance of business actors in Padang City. That is, the higher the perceived organizational support received by business actors from their companies, the greater the influence on improving the contextual performance of the individual. Internal support from within the company that is felt by individuals ultimately also helps the growth of contextual performance through the provision of opportunities to develop themselves and empower individuals to their respective tasks, In addition, the role of company members in appreciating the competencies possessed by other individuals in the company also helps improve contextual performance in aspects of work quality and work discipline (Maan et al, 2020). Company support that is felt to have a positive effect on improving contextual performance is also caused by individuals who get satisfaction with the facilities and rewards provided by the company for previous performance and will tend to bring up more contextual performance by being able to do work more optimally using existing support (Rubaca and Majid, 2020). The influence of perceived organizational support received by business actors can also be interpreted through the effect of individual compatibility with the company, the

strength of identity felt by individuals as part of the company, and perceived company prestige which will affect the willingness to produce greater contextual performance. Individuals who identify themselves with the company because of the alignment created through the support provided to the individual concerned will help produce positive work behavior in the surrounding environment (Collen, 2019).

Perceived organizational support among employees can have a positive impact on organizational profitability through complex psychological and behavioral mechanisms (Quibibi, et al, 2022). Organizational support creates a positive work climate, enhances employee satisfaction, and reduces stress (Kim, et al, 2022). Employees who feel supported are likely to exhibit higher levels of psychological well-being, which can enhance their intrinsic motivation to achieve organizational goals. Good psychological well-being is also associated with better job performance, including high levels of initiative, commitment, and task dedication (Kim, et al, 2022). As individual performance increases, these effects can cascade to the organizational level, resulting in improved productivity, operational efficiency, and creativity (Rasool, et al, 2022). In the long term, enhanced employee well-being and organizational performance can form the foundation for sustainable growth and higher profitability (Rasool, et al, 2022).

Contextual performance is also strengthened by the enforcement of procedural and interactional fairness imposed within the company. Justice applied and felt within the organization will create trust between individuals so that cooperation in the work environment will develop both aimed after personal tasks and the completion of collective tasks (Kurniawan & Harsono, 2021). When people are considered important, they tend to develop more intense trust and are willing to offer concrete and conducive suggestions for company growth, show concern for teamwork, identify with the company, and improve social quality among workers. These roles show that individuals can display contextual performance needed by the company based on their desire to respond to the company's concern for the individual concerned (Suri, 2020). Separately, the effective contribution of the work engagement variable to contextual performance was 34% while the effective contribution of the perceived organizational support variable to contextual performance was 6.6%. It can be concluded that work engagement has a higher influence on determining the level and emergence of contextual performance of business actors in Padang City. Based on the results of this effective contribution, it can be concluded that the sense of attachment of business actors to their work further affects the level of willingness to carry out contextual performance to optimize the work results produced, support the achievement of company goals and make a positive contribution to the surrounding work

environment. Individuals who have felt attachment and self-identification with their work will more easily accept and feel the positive support provided by the company and will eventually bring up initiatives to provide better performance than the target or what is called contextual performance (Motyka, 2018).

The limitations of this study are the process of collecting data that was disseminated to several respondents and the online scale that was disseminated to each subject through social media. This division of the scale deployment process leads to the length of time for complete data collection. In addition, the difficulty of researchers to get the willingness of subjects in the field that researchers want to ask as subjects, is also caused by several factors such as the busyness of subjects so that it is difficult to take the time to fill in the scale, the lack of responsiveness of some subjects that researchers ask to be subjects in filling and completing the scale, so that the data collection time becomes longer. Next are the limitations of researchers in summarizing and analyzing the dynamics of influence between variables due to the limited references obtained. The next researcher can conduct more varied research by digging deeper into the data using other instruments that can be adjusted

5. CONCLUSION AND SUGGESTION

Based on the results of research and discussion, it can be concluded that there is a positive and very significant influence between work engagement and perceived organizational support on the contextual performance of business actors in Padang City. The contextual performance of business actors in Padang City of 85.9% is in the high category meaning that most employees have high contextual performance. The most dominant factor that affects the contextual performance of entrepreneur is work engagement.

Business actors in Padang City are expected to be able to consistently maintain and increase individual positive emotions towards their work so that they feel more comfortable and build positive attachments to their work environment. The way that can be done is by making programs such as social strengthening between members within the company and instilling the meaning of work on the welfare of business actors. For future researchers who are interested in researching the same topic, it is recommended to pay attention to other factors that can affect contextual performance such as organizational climate, work culture, and leadership styles applied in the organization. Further studies can also consider choosing the design of measuring instruments and data collection methods such as what matches the criteria of respondents and the conditions of the research location. Further studies can also vary the

criteria of research subjects and environments as well as certain periods to conduct research using related variables as in this study.

DAFTAR REFERENSI

Abdullah, H., Ismail, I., Alnoor, A., & Yaqoub, E. (2021). Effect of perceived support on employee's voice behavior through the work engagement: A moderator role of locus of control. *International Journal of Process Management and Benchmarking*, 11(1), 60-79. <https://doi.org/10.1504/IJPMB.2021.112253>

Allen, D. G., & Shanock, L. (2013). Perceived organizational support and embeddedness as key mechanisms linking socialization tactics to commitment and turnover among new employees. *Journal of Organizational Behavior*, 34(3), 350-369. <https://doi.org/10.1002/job.1805>

Ameer, F., & Khan, N. R. (2023). Green entrepreneurial orientation and corporate environmental performance: A systematic literature review. *European Management Journal*, 41(5), 755-778. <https://doi.org/10.1016/j.emj.2022.04.003>

Aulia, A., Sutanto, A., & Hidayat, A. C. (2019). Determinants of work engagement for TNI-AD (Indonesian Armed Forces-Army) personnel. *ANIMA Indonesian Psychological Journal*, 35(1). <https://doi.org/10.24123/aipj.v35i1.2881>

Azhari, M. T., Al Fajri Bahri, M. P., Asrul, M. S., & Rafida, T. (2023). *Quantitative research methods*. PT. Sonpedia Publishing Indonesia.

Bernarto, I., Bachtiar, D., Sudibjo, N., Suryawan, I. N., Purwanto, A., & Asbari, M. (2020). Effect of transformational leadership perceived organizational support, job satisfaction toward life satisfaction: Evidence from Indonesian teachers.

Borst, R. T., Kruyken, P. M., & Lako, C. J. (2019). Exploring the job demands-resources model of work engagement in government: Bringing in a psychological perspective. *Review of Public Personnel Administration*, 39(3), 372-397. <https://doi.org/10.1177/0734371X17729870>

Budhiraja, S. (2021). Can continuous learning amplify employees' change efficacy and contextual performance? Evidence from post-merger Indian organization. *International Journal of Manpower*, 42(6), 1144-1158. <https://doi.org/10.1108/IJM-05-2020-0208>

Collen, H. Ö. (2019). The relationships of contextual performance with person-organization fit, perceived organizational prestige, and organizational identity strength: The mediating role of organizational commitment. *European Journal of Multidisciplinary Studies*, 4(2), 28-37. <https://doi.org/10.26417/ejms-2019.v4i2-536>

Fortuna, H. J., & Yurnalis, Y. (2020). The influence of human resource management practices on contextual performance: Positive feelings as mediators in employees of RSUD Kab. Aceh Besar. *Scientific Journal of Management Economics Students*, 5(3). <https://doi.org/10.24815/jimen.v5i3.12830>

Gabel-Shemueli, R., Westman, M., Chen, S., & Bahamonde, D. (2019). Does cultural intelligence increase work engagement? The role of idiocentrism-allocentrism and organizational. <https://doi.org/10.1108/CCSM-10-2017-0126>

Hasnah, E. F., Rodiah, S., & Putri, A. M. (2025). Apakah budaya mendorong kinerja? Peran mediasi inovasi terhadap pengaruh budaya Minangkabau terhadap kesuksesan UMKM milik perempuan. *Jurnal Akuntansi dan Ekonomika*, 15(1), 76-86. <https://doi.org/10.37859/jae.v15i1.9312>

Hennink, M., & Kaiser, B. N. (2022). Sample sizes for saturation in qualitative research: A systematic review of empirical tests. *Social Science & Medicine*, 292, 114523. <https://doi.org/10.1016/j.socscimed.2021.114523>

Huttunen, S., Ojanen, M., Ott, A., & Saarikoski, H. (2022). What about citizens? A literature review of citizen engagement in sustainability transitions research. *Energy Research & Social Science*, 91, 102714. <https://doi.org/10.1016/j.erss.2022.102714>

Islam, T., & Tariq, J. (2018). Learning organizational environment and extra-role behaviors: The mediating role of employee engagement. *Journal of Management Development*, 37(3), 258-270. <https://doi.org/10.1108/JMD-01-2017-0039>

Kany, A. (2019). The influence of psychological capital and perceived organizational support on contextual performance moderated by work spirituality in millennial generation employees (Unpublished master's thesis). Faculty of Psychology, Syarif Hidayatullah State Islamic University, Jakarta.

Kim, K. Y., Clark, K. D., & Messersmith, J. G. (2023). High performance work systems and perceived organizational support: The contribution of human resource department's organizational embodiment. *Human Resource Management*, 62(2), 181-196. <https://doi.org/10.1002/hrm.22142>

Kim, K. Y., Eisenberger, R., Takeuchi, R., & Baik, K. (2022). Organizational-level perceived support enhances organizational profitability. *Journal of Applied Psychology*. <https://doi.org/10.1037/apl0000567>

Kurniawan, I. S., & Harsono, M. (2021). Perceived organizational support: Antecedents, processes, and outcomes. *Journal of Management and Organization*, 12(1), 67-80.

Lai, F. Y., Tang, H. C., Lu, S. C., Lee, Y. C., & Lin, C. C. (2020). Transformational leadership and job performance: The mediating role of work engagement. *Sage Open*, 10(1), 2158244019899085. <https://doi.org/10.1177/2158244019899085>

Ling, F. C., Singh, J. S. K., & Arumugam, T. (2020). Employee contextual performance, social intelligence, spiritual intelligence: A quantitative study in Malaysia. *International Journal of Psychosocial Rehabilitation*, 24(2), 968-981. <https://doi.org/10.37200/IJPR/V24I2/PR200404>

Maan, A. T., Abid, G., Butt, T. H., Ashfaq, F., & Ahmed, S. (2020). Perceived organizational support and job satisfaction: A moderated mediation model of proactive personality and psychological empowerment. *Future Business Journal*, 6, 1-12. <https://doi.org/10.1186/s43093-020-00027-8>

Malik, P., & Garg, P. (2020). Learning organization and work engagement: The mediating role of employee resilience. *The International Journal of Human Resource Management*, 31(8), 1071-1094. <https://doi.org/10.1080/09585192.2017.1396549>

Meyers, M. C., Kooij, D., Kroon, B., de Reuver, R., & van Woerkom, M. (2020). Organizational support for strengths use, work engagement, and contextual performance: The moderating role of age. *Applied Research in Quality of Life*, 15(2), 485-502. <https://doi.org/10.1007/s11482-018-9702-4>

Motyka, B. (2018). Employee engagement and performance: A systematic literature review. *International Journal of Management and Economics*, 54(3), 227-244. <https://doi.org/10.2478/ijme-2018-0018>

Nofrianda, R. (2019). The influence of organizational culture and job satisfaction on contextual performance with affective commitment as a mediator (Unpublished master's thesis). Faculty of Psychology, Universitas Ahmad Dahlan Yogyakarta.

Nofrianda, R., Sari, E. Y. D., & Widiana, H. S. (2020). Contextual performance and influencing factors. *Psycho Idea*, 18(1). <https://doi.org/10.30595/psychoidea.v18i1.6121>

Oubibi, M., Fute, A., Xiao, W., Sun, B., & Zhou, Y. (2022). Perceived organizational support and career satisfaction among Chinese teachers: The mediation effects of job crafting and work engagement during COVID-19. *Sustainability*, 14(2), 623. <https://doi.org/10.3390/su14020623>

Priardana, M. S., & Sunarsi, D. (2021). *Quantitative research methods*. Pascal Books.

Putra, Y., Taba, M. I., & Sobarsyah, M. (2019). The influence of motivation and perceived organizational support on commitment and performance in employee performance improvement strategies: Case study of PT VALE INDONESIA Tbk. *Hasanuddin Journal of Applied Business and Entrepreneurship*, 2(2). <https://doi.org/10.26487/hjabe.v2i2.197>

Rai, A., Ghosh, P., Chauhan, R., & Singh, R. (2018). Improving in-role and extra-role performances with rewards and recognition: Does engagement mediate the process? *Management Research Review*, 41(8), 902-919. <https://doi.org/10.1108/MRR-12-2016-0280>

Rasool, S. F., Chin, T., Wang, M., Asghar, A., Khan, A., & Zhou, L. (2022). Exploring the role of organizational support and critical success factors on renewable energy projects of Pakistan. *Energy*, 243, 122765. <https://doi.org/10.1016/j.energy.2021.122765>

Rosa, F. S., & Tabroni, C. (2020). The influence of person-organization fit (PoF) and perceptions of organizational support on commitment and its impact on the performance of the state civil apparatus (ASN). *Commerce Scientific Journals*, 7(2), 144-163.

Rošková, E., & Faragová, L. (2020). Job crafting, work engagement, burnout: Mediating role of self-efficacy. *Studia Psychologica*, 62(2), 148-163. <https://doi.org/10.31577/sp.2020.02.797>

Rubaca, U., & Majid Khan, M. (2020). The impact of perceived organizational support and job resourcefulness on the supervisor-rated contextual performance of firefighters: Mediating role of job satisfaction. *Journal of Contingencies and Crisis Management*, 23(3). <https://doi.org/10.1111/1468-5973.12340>

Saks, A. M. (2019). Antecedents and consequences of employee engagement revisited. *Journal of Organizational Effectiveness: People and Performance*, 6(1), 19-38. <https://doi.org/10.1108/JOEPP-06-2018-0034>

Sari, M. D. I., Widiana, H. S., & Yuliasesti, E. (2020). The effect of workplace spirituality and perceived organizational support on burnout is mediated by job satisfaction. *Journal of Psychological Science*, 8(2). <https://doi.org/10.17977/um023v8i22019p248>

Sari, M. D. I., Widiana, H. S., & Yuliasesti, E. (2020). The effect of workplace spirituality and perceived organizational support on burnout is mediated by job satisfaction. *Journal of Psychological Science*, 8(2). <https://doi.org/10.17977/um023v8i22019p248>

Sarstedt, M., & Cheah, J. H. (2019). Partial least squares structural equation modeling using SmartPLS: A software review. <https://doi.org/10.1057/s41270-019-00058-3>

Satriyono, G., & Vitasmor, P. (2018). The effect of emotional intelligence on teacher performance at SMP Negeri 4 Kediri. *Journal of Ekonika: Economic Journal of Kadiri University*, 3(1). <https://doi.org/10.30737/ekonika.v3i1.104>

Schaufeli, W. B., Shimazu, A., Hakanen, J., Salanova, M., & De Witte, H. (2019). An ultra-short measure for work engagement: The UWES-3 validation across five countries. *European Journal of Psychological Assessment*, 35(4). <https://doi.org/10.1027/1015-5759/a000430>

Sun, L. (2019). Perceived organizational support: A literature review. *International Journal of Human Resource Studies*, 9(3). <https://doi.org/10.5296/ijhrs.v9i3.15102>

Suri, F. (2020). The influence of perceived organizational support on employee readiness to change. *Granada Islamic Journal*, 1(1), 37-43.

Susan, E. (2019). Human resource management. *Adaara: Journal of Islamic Education Management*, 9(2). <https://doi.org/10.35673/ajmpi.v9i2.429>

Syafruddin, S. E., Periansya, S. E., Farida, E. A., Nanang Tawaf, S. T., Palupi, F. H., ST, S., & Satriadi, S. (2022). *Human resource management*. CV Rey Media Grafika.

Unaradjan, D. D. (2019). *Quantitative research methods*. Publisher of Atma Jaya Catholic University Jakarta.

Vakola, M., Petrou, P., & Katsaros, K. (2021). Work engagement and job crafting as conditions of ambivalent employees' adaptation to organizational change. *The Journal of Applied Behavioral Science*, 57(1), 57-79. <https://doi.org/10.1177/0021886320967173>

Wahyuni, I., & Sulastri. (2020). The effect of perceived organizational support on organizational citizenship behavior with work engagement as mediation. *Journal of Management and Entrepreneurial Studies*, 2(1), 10-18. <https://doi.org/10.24036/jkmw0284880>

Widiastuti, E. (2019). Increasing knowledge, skills, and abilities of human resources as a business continuity strategy in batik MSMEs in Banyumas Regency. *Journal of Economics, Business, and Accounting*, 21(1).

Widodo, W. (2021). The effect of organizational citizenship and visionary leadership on contextual performance: A case study in Indonesia. *Journal of Asian Finance, Economics and Business*, 8(6).

Wong, K. K. K. (2019). *Mastering partial least squares structural equation modeling (PLS-SEM) with SmartPLS in 38 hours*. IUniverse.