

THE MODERATING ROLE OF ORGANIZATIONAL SUPPORT ON THE RELATIONSHIP OF PROBLEM SOLVING AND TASK COMPLEXITY TO WORK ENGAGEMENT



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ABSTRACT

This study explores the moderating role of organizational support in the relationship between problem-solving ability, task complexity, and employee work engagement. The dynamics of the contemporary work environment demand an in-depth understanding of the factors that influence work engagement as a central construct in human resource management. Using a quantitative approach with a cross-sectional survey design, this study analyzed data through variance-based structural equation modeling to test the formulated moderation hypotheses. The findings show that problem-solving ability and task complexity positively influence work engagement. Organizational support was shown to moderate the relationship significantly between problem-solving ability and work engagement, but the moderating effect on task complexity was not significant. The theoretical contribution of the study lies in validating the moderating mechanism of organizational support in optimizing individual competencies to increase work engagement. Practical implications indicate the importance of developing an integrated organizational support system that includes instrumental and emotional dimensions to facilitate the transformation of employees' analytical abilities into active engagement in an increasingly complex work environment.

Keywords: Work Engagement; Organizational Support; Problem Solving Ability

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INTRODUCTION

The dynamics of an increasingly complex work environment require organizations to understand the factors that can enhance employee engagement in their responsibilities. Work engagement has emerged as a pivotal concept in human resource management literature, owing to its capacity to affect productivity, creativity, and organizational sustainability (Islam et al., 2025.; Borst et al 2020). Prior research indicates that job engagement is not independently and individual elements that combine to influence employees' work experiences (Purnomo & Pranitasari, 2024).

Problem solving skills are critical cognitive competencies required to address professional issues in contemporary dynamic and complex organizations (Shute & Emihovich, 2018). Employees must possess the ability to detect issues, devise alternate solutions, and make judgements efficiently under pressure and uncertainty. Task complexity, indicative of the degree to which a work necessitates coordination among components, advanced information processing, and adaptability in decision making, underscores the importance of this capability (Bejjanki et al., 2021). In intricate task settings, problem solving aptitude might significantly influence the success or failure of job execution. The interplay between problem-solving capacity and task complexity is considered to have substantial ramifications for employee work engagement (Ma et al., 2023a).

Empirical research on the correlation between problem-solving aptitude and work engagement yields inconclusive findings. Certain research suggest that employees possessing strong problem-solving skills exhibit higher levels of work engagement due to their increased sense of competence in addressing employment issues (Chen et al., 2022). However, other studies suggest that this relationship may be influenced by contextual factors, including the level of complexity of the task at hand (Yehuda, Cheng et al., & Zeithofer et al.). When tasks have a high level of complexity, problem-solving ability may not always be positively correlated with work engagement, especially if employees feel they do not receive adequate support from the organization support (Park et al., 2020; Rasool et al., 2021).

Perceived organizational support is recognized as a crucial element that can affect the correlation between individual traits and job results (Maan et al., 2020). Organizational support theory states that employees form perceptions regarding the extent to which the organization values their contributions and cares about their well-being (Eisenberger et al., 1986; Kurtessis et al., 2017; Rockstuhl et al., 2020) These perceptions then influence employees' work attitudes and behaviors, including their level of engagement (Eisenberger & Stinglhamber, 2011; Kurtessis et al., 2017; Maan et al., 2020.). Research shows that perceived organizational support is positively correlated with employee work engagement (Sulistiyan et al., 2022), but the moderating mechanism of organizational support in the relationship between problem-solving ability, task complexity, and work engagement still requires further exploration.

The research gaps identified in the literature suggest that although the direct relationship between organizational support and work engagement has been widely investigated, the moderating role of organizational support in the context of problem-solving ability and task complexity has not received sufficient attention. Research on task complexity shows that for low-complexity tasks, individuals consider problem-solving skills to be more effective, while for high-complexity tasks, preferences shift to different approaches (Zeithofer et al., 2024). This indicates that the relationship between problem-solving ability and work outcomes may vary depending on the level of task

complexity, and organizational support could potentially moderate this complex relationship (Yehuda, 2024).

This study aims to explore the moderating role of organizational support in the relationship between problem-solving ability, task complexity, and work engagement. Specifically, this study will examine whether organizational support can strengthen or weaken the relationship between problem-solving ability and work engagement at different levels of task complexity. This research will also analyze how the multivariable interaction between problem-solving ability, task complexity, and organizational support affects employee work engagement.

The theoretical contribution of this research lies in developing an understanding of moderating mechanisms in the context of work engagement, specifically how organizational factors can influence the relationship between individual characteristics and task characteristics. Practically, the findings of this study are expected to provide insights for human resource management practitioners in designing appropriate organizational support strategies to enhance employee work engagement, particularly in the context of jobs that involve problem solving at varying levels of task complexity (Weiner, 2009).

LITERATURE REVIEW, RESEARCH FRAMEWORK, AND HYPOTHESIS

The conceptualization of work engagement has undergone significant development in contemporary human resource management literature (Schaufeli & Bakker, 2004; Bakker & Demerouti, 2017; Mazzetti et al., 2023). Greta et al., (2021) define work engagement as a positive state of mind related to work characterized by passion, dedication, and absorption. This construct reflects an individual's physical, cognitive, and emotional investment in their job role, which differs from previous concepts such as job satisfaction or organizational commitment (Kahn, 1990; Schaufeli et al., 2002; Saks, 2006). Empirical research shows that work engagement has a substantial impact on a variety of organizational outcomes, including productivity, innovation, employee retention, and financial performance (Wood et al., 2020).

The perceived organizational support theory developed by Rockstuhl et al. (2020) provides a fundamental theoretical framework for understanding how employees' perceptions of organizational support influence their work attitudes and behaviors. This theory states that employees form general beliefs regarding the extent to which the organization values their contributions and cares about their well-being (Greta et al.). Organizational support encompasses multiple dimensions, including instrumental, emotional, informational, and appraisal support that organizations provide to employees (House, 1981; Cohen & Wills, 1985; Eisenberger & Stinglhamber, 2011). Research shows that perceived organizational support is positively correlated with employee flourishing, advancement, and work engagement (Kurtessis et al., 2017; Caesens & Stinglhamber, 2014; Maan et al., 2020). The psychological mechanisms underlying this relationship involve a sense of obligation to give back to the organization, enhancement of social identity, and fulfillment of basic psychological needs such as autonomy, competence, and relatedness (Xu et al., 2020).

Problem solving skills are complex cognitive processes that include the stages of problem identification, strategy formulation, solution implementation, and evaluation of results to achieve specific goals (Shute & Emihovich, 2018). These skills are not innate, but can be developed through experience and context-based training (Shute & Emihovich, 2018; Jonassen, 2011; Mumford et al., 2012). Models such as IDEAL (Identify, Define, Explore, Act, Look back) emphasize reflective thinking structures in solving problems

effectively (Bransford & Stein, 1993; Jonassen, 2011; Pretz et al., 2003). In organizational contexts, problem-solving effectiveness is influenced by the level of task complexity; individuals tend to exhibit efficient strategies in simple situations, but may experience decreased effectiveness in complex tasks (Xu et al., 2020a; Bejjanki et al., 2021). Furthermore, Roellyanti & Lada (2024) highlighted the importance of creative work environments and transformational leadership styles in supporting the cognitive skills required for innovative problem solving. Therefore, a deep understanding of problem-solving ability is not only individually relevant but also strategic in modern human resource management.

Task complexity is a multidimensional construct that refers to the level of difficulty, uncertainty, and coordination required to complete a task (Wood, 1986; Campbell, 1988; Wood et al., 2020). Wood et al. (2020) defined task complexity based on three main dimensions: component complexity (the number of actions or information required), coordinate complexity (the relationships between components), and dynamic complexity (changes in the task or environment over time). Research shows that task complexity affects learning and performance, where problem-solving activities without considering task complexity may not optimize learning (Wood, 1986; Bell & Kozlowski, 2008; Bejjanki et al., 2021). High-complexity tasks require greater allocation of cognitive resources, more sophisticated completion strategies, and more intricate coordination between various task elements Mansyur et al. (2025).

The interaction between problem-solving ability and task complexity creates an interesting dynamic in the context of work engagement (Schmidt & Ford, 2003; LePine et al., 2004; Bakker & Demerouti, 2017). Cognitive load theory and flow theory explain that a balance between task challenge and individual ability can produce optimal conditions for work engagement (Wood et al., 2020; Ojo et al., 2021). This relationship also depends on employees' perceptions of the level of task complexity and available organizational support (Cheng et al., 2022).

The moderating role of organizational support in the relationship between individual abilities and work outcomes has received attention in the literature, although specific research regarding moderation in the context of problem-solving ability and task complexity is limited. Research points to the strategic role of perceived organizational support in developing positive work attitudes and reducing workplace stress (Rasool et al., 2021). The conservation of resources (COR) theory developed by Hobfoll provides a theoretical framework for understanding how organizational support can serve as a resource that helps employees cope with complex job demands.

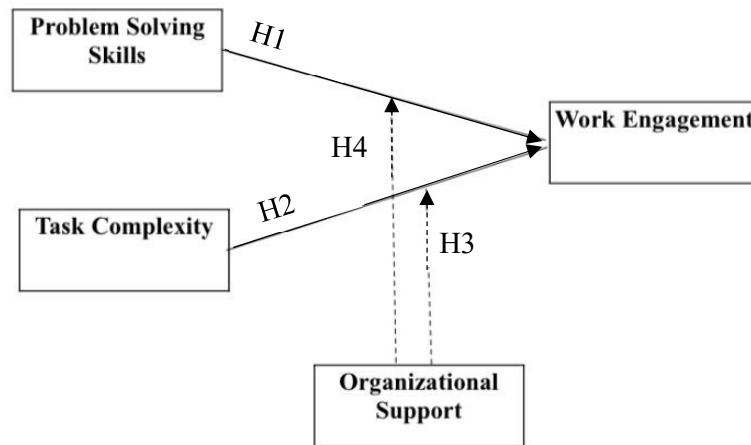
Research on the moderating effect of work context shows that contextual factors can change the strength and direction of the relationship between variables. Studies on the moderating effect of task complexity show that task difficulty can moderate the relationship between self-efficacy and performance (Yehuda et al., 2024; Zeitlhofer et al., 2024b). In the context of this study, organizational support is expected to strengthen the positive relationship between problem-solving ability and work engagement, especially when employees face tasks with high complexity that require additional support from the organization (Maan et al., 2020).

The psychological mechanism underlying the moderating effect of organizational support involves several processes. First, organizational support can increase employees' confidence in using their problem-solving abilities, especially when facing challenging complex tasks. Second, organizational support may provide additional resources (information, tools, time) needed to effectively apply problem-solving abilities. Third, organizational support can reduce anxiety and stress associated with complex

tasks, thus allowing employees to focus more on the problem-solving process (Rockstuhl et al., 2020; Xu et al., (2020).

Research Framework

Based on the literature review and data analysis that has been carried out, this research framework describes the relationship between variables as follows:



Source : Result of SEM-PLS 4 Research Data, 2025

Description :

—————> Direct Effect
 -----> Moderation Effect

- H1 : Problem Solving Skills → Work Engagement
- H2 : Task Complexity → Work Engagement
- H3 : Organizational Support moderates the relationship between Problem-Solving Skills → Work Engagement
- H4 : Organizational Support moderates the relationship between Task Complexity → Work Engagement

Figure 1
Research Framework

Based on the literature review and data analysis, this research model shows that Problem Solving Skills and Task Complexity influence Work Engagement, with Organizational Support as a moderator variable. The conceptual diagram reflects the four hypotheses, as visualized in the figure, with arrows indicating the relationship paths between constructs.

Hypothesis

Based on the literature review and the research framework that has been developed, the research hypothesis is formulated as follows:

H1: Problem-solving ability has a positive effect on work engagement among employees at the Semarang City Works Agency.

This hypothesis is based on the assumption that employees with high problem-solving ability will show higher levels of work engagement because they feel more competent in facing various job challenges and can make more meaningful contributions to the organization.

H2: Task complexity has a positive effect on work engagement among employees at the Semarang City Works Agency.

This hypothesis is built on the theory that complex tasks can provide challenges that motivate employees to engage more deeply in their work, provided that the complexity is still within the limits of their abilities and available support.

H3: Organizational support moderates the relationship between problem-solving ability and work engagement, where the positive relationship will be stronger when organizational support is high for employees at the Semarang City Works Agency.

This hypothesis anticipates that organizational support will strengthen the positive relationship between problem-solving ability and work engagement by providing supportive conditions to optimize the use of these abilities.

H4: Organizational support moderates the relationship between task complexity and work engagement, where the positive relationship will be stronger when organizational support is high for employees at the Semarang City Works Agency.

This hypothesis is based on the understanding that organizational support can help employees overcome the challenges that arise from task complexity, so that complexity can still contribute positively to work engagement rather than being an inhibiting source of stress.

METHODS

This study applied a quantitative approach with a cross-sectional survey design (Creswell & Creswell, 2018; Hair et al., 2019; Saunders et al., 2019) exploring the moderating role of organizational support on the relationship of problem-solving ability and task complexity with employee work engagement. The study population included employees working in the Semarang City Works Agency who were involved in problem-solving tasks. The sample was selected using purposive sampling technique (Etikan et al., 2016; Palinkas et al., 2015; Sekaran & Bougie, 2020) with the criteria that employees have at least twelve months of service and are actively involved in organizational problem-solving activities.

The research instruments were developed based on adaptations of previous scales: work engagement using the Utrecht Work Engagement Scal (Greta et al.)

organizational support was measured based on the Rockstuhl et al. (2020) scale, Problem Solving Skills refers to Shute & Emihovich (2018), and Task Complexity is based on the model from Wood et al., (2020). Work engagement was measured using an adaptation of the work engagement scale with ten indicators covering the dimensions of passion, dedication, and absorption. Perceived organizational support was operationalized through ten statements measuring employee perceptions of organizational instrumental, emotional, and informational support. Problem-solving ability is measured using nine indicators that reflect the capacity for problem identification, generation of alternative solutions, and implementation of solutions. Task complexity is operationalized through nine items that describe the level of difficulty, uncertainty, and coordination required in task completion. Data collection was conducted through a structured questionnaire.

Data analysis used variance-based structural equation modeling to test the structural model and moderating effects. Evaluation of measurement quality includes testing convergent validity, discriminant validity, and construct reliability. Testing the moderation hypothesis is done by analyzing the interaction effect between independent and moderating variables on the dependent variable, including exploration of the possibility of multivariable interactions in influencing employee work engagement.

RESULTS AND DISCUSSION

Data Analysis

Research model testing is carried out using the Partial Least Squares Structural Equation Modeling Four (PLS-SEM 4) approach to evaluate the structural relationship between constructs and test the moderation hypothesis that has been formulated. Data analysis includes evaluation of the measurement model (outer model) and structural model (inner model) in accordance with standard procedures in SEM-based research (Hair et al., 2018; Hair et al., 2021; Ringle et al., 2022).

Evaluation of the Measurement Model (Outer Model)

The measurement model evaluation stage is carried out to ensure the quality of the research instrument before proceeding to the structural relationship analysis (Henseler et al., 2009; Hair et al., 2018; Hair et al., 2021). Outer model testing includes convergent validity, discriminant validity, and construct reliability (Hair et al., 2018; Henseler et al., 2015; Hair et al., 2021). As part of this evaluation, the convergent validity of each construct was analyzed to confirm the adequacy of indicator loadings, as summarized in Table 1.

Table 1
Convergent Validity Testing Results

Construct	Indicator	Loading Factor	Status
Organizational Support (OS)	OS1-OS10	0.704-0.822	Valid
Problem Solving Ability (PSS)	PSS1-PSS9	0.706-0.862	Valid
Task Complexity (TC)	TC1-TC9	0.718-0.827	Valid
Work Engagement (WE)	WE1-WE10	0.755-0.854	Valid

Source :Output Data Primer,2025

The convergent validity test results show that all indicators have a loading factor value that exceeds the minimum threshold of 0.70. The highest loading factor value is found in the PSS5 indicator with a value of 0.862, while the lowest value is found in the OS4 indicator with a value of 0.704. This condition indicates that all indicators have an adequate contribution in measuring their latent constructs, so that the convergent validity criteria are comprehensively met.

Following this, discriminant validity was evaluated using the Fornell-Larcker criterion to ensure that each construct is distinct from others, as summarized in Table 2.

Table 2
Discriminant Validity Test Results (Fornell-Larcker Criterion)

Construct	OS	PSS	TC	WE
OS	0.747			
PSS	0.133	0.770		
TC	0.115	0.108	0.767	
WE	0.146	0.158	0.097	0.797

Source :Output Data Primer,2025

Testing discriminant validity using the Fornell-Larcker criterion shows that the square root of the Average Variance Extracted (AVE) of each construct is greater than the correlation between constructs. The diagonal value representing the square root of the AVE ranges from 0.747 to 0.797, while the correlation between constructs is in the range of 0.097 to 0.158. These results prove that each construct has a unique measurement that is distinctive from other constructs.

The assessment of the constructs' reliability is presented in Table 3

Table 3
Construct Reliability Testing Results

Construct	Cronbach's Alpha	Composite Reliability	AVE
Organizational Support (OS)	0.915	0.926	0.558
Problem Solving Ability (PSS)	0.917	0.929	0.593
Task Complexity (TC)	0.925	0.928	0.588
Work Engagement (WE)	0.936	0.945	0.635

Source :Output Data Primer,2025

Evaluation of construct reliability showed excellent internal consistency across the study variables. Cronbach's Alpha values ranged from 0.915 to 0.936, exceeding the minimum threshold of 0.70. Similarly, composite reliability showed values between 0.926 to 0.945. The Average Variance Extracted (AVE) value of all constructs is above 0.50, with a range of 0.558 to 0.635, indicating that the construct is able to explain more than half of the variance of its indicators.

Structural Model Evaluation (Inner Model)

Structural model testing aims to evaluate the predictive ability of the model and the significance of the relationship between constructs. Inner model analysis includes testing the coefficient of determination, effect size, and model fit (Hair et al., 2018; Henseler et al., 2016; Hair et al., 2021).

The Structural Model Analysis Results, including R-Square, SRMR, and NFI values, are presented in Table 4.

Table 4
Structural Model Analysis Results

Parameters	Value	Interpretation
R-Square	0.078	Weak
Adjusted R-Square	0.042	Weak
SRMR	0.070	Good
NFI	0.726	Simply

Source :Output Data Primer,2025

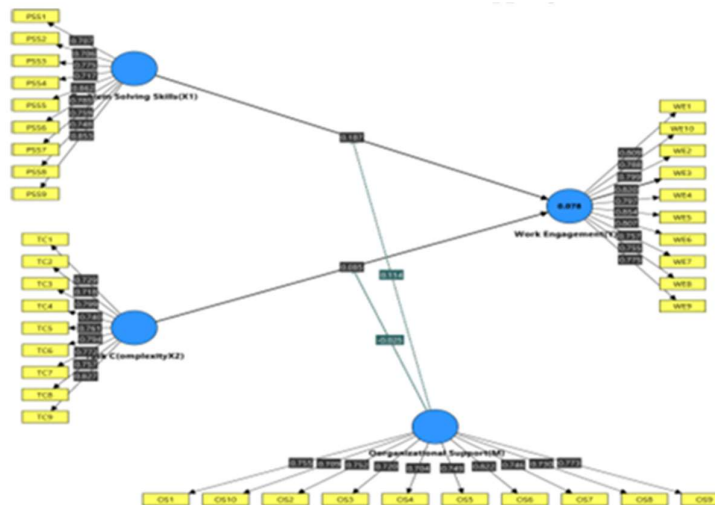
The coefficient of determination (R^2) shows a value of 0.078, which means that the variables of organizational support, problem-solving ability, and task complexity are simultaneously able to explain 7.8% of the variance in employee work engagement. Although this value is low according to Cohen's criteria, it can be understood given the complexity of the work engagement construct which is influenced by various individual, organizational, and contextual factors that are not included in this research model. The specific results regarding the effect size and path coefficients for the relationships in the structural model are detailed in Table 5.

Table 5
Effect Size and Path Coefficient Analysis

Relationship	Effect Size (f^2)	Interpretation	Path Coefficient
OS → WE	0.040	Small	0.170
PSS → WE	0.037	Small	0.187
TC → WE	0.008	Very Small	-0.063
OS × PSS → WE	0.014	Small	0.114
OS × TC → WE	0.001	Not Significant	0.019

Source :Output Data Primer,2025

The effect size analysis revealed that organizational support had the greatest influence on work engagement with an f^2 value of 0.040, followed by problem-solving ability with a value of 0.037. Task complexity showed the smallest effect size with a value of 0.008. The moderating effect of organizational support on the relationship between problem-solving ability and work engagement showed an f^2 value of 0.014, while the moderating effect on the relationship between task complexity and work engagement was only 0.001. This finding indicates that organizational support does not effectively moderate the relationship between task complexity and work engagement. The Structural Model and Research Path Coefficients, derived from the bootstrapping results of PLS-SEM 4, are visually represented in Figure 2.



Source : Output Primer Data, 2025

Figure 2
Structural Model

Table 6
Results Summary

Hypothesis	Relationship	Path Coefficient	F ² (effect size)	Significance	Test Results
H1	PSS → WE	0.187	0.037	Significance	Accepted
H2	TC → WE	-0.063	0.008	Not Significance	Rejected
H3	OS × PSS → WE	0.114	0.014	Significance	Accepted (weak)
H4	OS × TC → WE	0.019	0.001	Not Significance	Rejected

Source : Output Data Primer, 2025

This Figure 2 displays the PLS-SEM 4 path diagram showing the structural relationships between constructs. The model shows three exogenous constructs: Problem Solving Skills (PSS), Organizational Support (OS), and Task Complexity (TC) that affect the endogenous construct Work Engagement (WE). The path coefficients showed PSS→WE (0.187), OS→WE (0.170), TC→WE (-0.063), as well as moderating effects of OS×PSS (0.114) and OS×TC (0.019). The R² value of 0.078 indicates the variance explained in the WE construct. The loading factor of each indicator is displayed on each reflective construct.

The structural model in Figure 2 shows the causal relationship between constructs with path coefficients reflecting the strength and direction of the relationship. This visualization provides a comprehensive picture of the complexity of interactions between independent, moderator, and dependent variables in the developed research model. The positive path coefficient values in the PSS→WE (0.187) and OS→WE (0.170) relationships indicate a positive influence, while TC→WE shows a negative coefficient (-0.063) although with a small magnitude.

Hypothesis Testing

Based on the data analysis that has been carried out, testing the research hypotheses produces varied findings regarding the moderating role of organizational support in the relationship between problem solving ability, task complexity, and work engagement.

First Hypothesis (H1): The hypothesis that problem-solving ability has a positive effect on work engagement received empirical support with a path coefficient of 0.187 and an effect size of 0.037. This finding confirms that employees with high problem-solving ability tend to exhibit greater levels of work engagement. This result is in line with the theory that employees feel more competent in facing job challenges when they have adequate problem-solving skills, and is in line with the results of meta-analyses by Borst et al., (2020) and Ojo et al., (2021) which emphasize the importance of engagement as a result of the match of competence and challenge.

Second Hypothesis (H2): The hypothesis regarding the positive effect of task complexity on work engagement did not receive empirical support. The analysis shows a negative path coefficient of -0.063 with a very small effect size (0.008). This finding indicates that task complexity does not always contribute positively to work engagement, but can be a factor that inhibits employee engagement when not balanced with adequate support. This confirms the findings of Weiner (2009) that organizational readiness to face changes and complex work challenges determines how employees respond.

Third Hypothesis (H3): The hypothesis of moderating organizational support on the relationship between problem-solving ability and work engagement received partial support with an effect size of 0.014 and an interaction coefficient of 0.114. Although the magnitude of the moderating effect is relatively small, this result indicates that organizational support plays a role in strengthening the positive relationship between problem-solving ability and employee work engagement. This finding is supported by the literature on leadership support and work engagement as stated by Lai et al., (2020).

Fourth Hypothesis (H4): The hypothesis of moderating organizational support on the relationship of task complexity and work engagement showed very limited support with an effect size of 0.001 and an interaction coefficient of 0.019. This result indicates that the moderating role of organizational support in the context of task complexity has a minimal contribution in explaining the variance of employee work engagement. This result is consistent with empirical findings by Monje-Amor et al. (2020) that empowering leadership or structural support alone is not enough if it is not balanced with personal readiness and perceptions of individual control over job complexity.

Overall, the structural model shows an R^2 value of 0.078 which is relatively weak, but appropriate for psychological constructs such as work engagement which is influenced by many external and internal factors. The SRMR value of 0.070 indicates that the model has a good level of fit. This strengthens the general validity of the findings and supports the significance of the theoretical contribution of integrating organizational support variables in the relationship between individual abilities and job characteristics.

Discussion

Results supporting the initial hypothesis show a relationship between problem-solving ability and work engagement. Employees who have good problem-solving skills tend to be more engaged at work. These results support self-efficacy theory, which states that perceptions of self-competence encourage engagement and desire to work. In addition, previous research by Chen et al. (2022), Ma et al. (2023b), and Borst et al. (2020) show that the ability to solve problems increases engagement and job performance. This practically shows how important training that can improve the ability to analyze and solve problems in the workplace is as a form of action plan to improve employee engagement.

Other findings show that task complexity does not have a significant positive effect on work engagement. This means that when employees face very complex tasks, without sufficient support or readiness, it can actually reduce work engagement. This view is consistent with flow theory, but in line with the results of research by Weiner (2009) which shows that the readiness for change of the organization affects how complexity is responded to. Adjustment to the level of complexity is also important as explained by Zeithofer et al. (2024b).

When employees feel supported by the organization, employees become more confident in overcoming work challenges, and this increases the sense of engagement of all employees. This is in line with organizational support theory (Rockstuhl et al., 2020) which states that perceptions of support increase employee motivation and affective commitment. These results also reinforce studies by Maan et al. (2020), Rockstuhl et al. (2020), and Rasool et al. (2021) which show that organizational support plays an important role in improving employee outcomes through increased confidence and job

satisfaction. Practically speaking, organizations need to build a support system that includes emotional assistance, information, and work facilities to encourage maximum utilization of individual abilities.

However, organizational support did not show a significant role in moderating the relationship between task complexity and work engagement. This is indicated by the very small effect size value, which leads to the interpretation that the reinforcing effect of organizational support in this relationship is not substantial. Although the organization provides support, the effect of task complexity on work engagement is still determined by internal employee factors such as perceived challenge and cognitive capacity. This finding is reinforced by the findings of Monje-Amor et al. (2020), Cheng et al. (2022), and Mazzetti et al. (2023), which showed that the impact of complex tasks is more influenced by personal perceptions and individual adaptive abilities than by external support.

Overall, the results of this study enrich the understanding of how the interaction between individual factors (problem-solving ability), task characteristics (task complexity), and organizational context (organizational support) affect work engagement. This research confirms the importance of a simultaneous approach that takes into account psychological conditions, job characteristics, and institutional support in creating a work environment that supports optimal engagement.

CONCLUSIONS AND SUGGESTIONS

This study shows that problem-solving ability and task complexity both have a positive effect on employee work engagement. Both variables are important factors that can increase engagement, especially when employees feel able to face challenges and utilize their abilities. In addition, organizational support was shown to significantly moderate the relationship between problem-solving ability and work engagement, but no significant moderating effect was found on the relationship between task complexity and work engagement. This suggests that the influence of complex tasks is more determined by the internal capacity of employees than support from the organization.

Further research is recommended using a longitudinal design in order to capture dynamic changes in work engagement over time. In addition, it is necessary to study mediating variables such as self-efficacy, intrinsic motivation, and perceived meaningful work that can explain the psychological process between individual abilities and work engagement. Organizations need to strengthen employee development strategies through problem-solving training and providing support that is not only technical but also emotional. Task complexity should not be avoided, but rather managed through job enrichment approaches and active involvement of employees in task planning, so that challenges become opportunities for increased engagement rather than obstacles.

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