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The Influence of Organizational Support on Employee Performance Mediated by Work Spirit and Employee Work Engagement at Bank Jambi Head Office

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Abstract: This study aims to analyze the effect of organizational support on employee performance, with work morale and work engagement as mediating variables at Bank Jambi Head Office. This study used a quantitative approach with a survey method. The study population consisted of 168 employees at Bank Jambi Head Office. The sample size was determined using the Slovin formula, resulting in 63 respondents selected using proportionate random sampling. The variables studied included organizational support, work morale, work engagement, and employee performance. Data were collected through questionnaires using a five-point Likert scale and analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with the assistance of SmartPLS 3.0 software. The results showed that organizational support had a positive and significant effect on employee morale, work engagement, and performance. Work morale and work engagement also had a positive and significant effect on employee performance. Furthermore, both variables were shown to mediate the effect of organizational support on employee performance. These findings reinforce the perspective of Social Exchange Theory, which explains that employees who perceive support from the organization tend to reciprocate through increased work morale, work engagement, and better performance. Practically, the results of this study provide implications for Bank Jambi management to strengthen organizational support policies as a strategy to sustainably improve employee performance.

Keyword: Organizational Support, Work Morale, Work Engagement, Employee Performance, Bank Jambi.

INTRODUCTION

The increasingly dynamic competition in the banking industry due to the development of digital technology, changes in customer behavior, and increasing demands for service quality require every organization to have human resources capable of performing effectively and sustainably. Human resources are a very central factor in any organization. The importance of

human resources in an organization requires every organization to have qualified and productive employees to run the organization and achieve its goals (Zahari et al., 2022).

A bank's competitive advantage is no longer solely determined by capital and technological strength, but also by the quality of employee performance in providing fast, accurate, and customer-satisfaction-oriented service. Therefore, improving employee performance is a primary focus in human resource management, especially at Bank Jambi Main Branch. As a regional development bank, it plays a vital role in supporting the regional economy. Therefore, improving employee performance is a necessity that cannot be ignored.

Employee performance is the work results achieved by an individual in accordance with the responsibilities assigned by the organization within a specific period. According to Robbins and Judge (2022), performance is the level of individual achievement in carrying out their responsibilities according to the standards set by the organization. Meanwhile, Armstrong (2023) states that performance is the result of a combination of ability, motivation, work opportunities, and organizational support provided to employees. Thus, performance improvement is influenced not only by individual characteristics but also by the organizational environment that can create conducive working conditions.

One factor that has received considerable attention in the human resource management literature is organizational support. This concept explains the extent to which employees believe the organization values their contributions and cares about their well-being. According to Eisenberger et al. (2020), high perceptions of organizational support foster a sense of belonging, increase commitment, and encourage employees to contribute their best to the organization. When organizations provide support in the form of recognition, attention to employee needs, career development opportunities, and a fair work environment, employees tend to reciprocate through improved performance.

Several previous studies have shown that organizational support positively impacts employee performance. Kurtessis et al. (2017) found, through a meta-analysis, that perceived organizational support has a strong relationship with increased performance, organizational commitment, job satisfaction, and extra-role behavior. These findings are reinforced by Rhoades and Eisenberger (2021), who stated that employees who perceive higher levels of organizational support tend to demonstrate better productivity and loyalty than those who perceive less organizational attention.

However, research findings on the direct relationship between organizational support and performance remain inconsistent. Some studies have found a significant effect, while others suggest that this effect occurs through certain psychological variables as a mediating mechanism. This condition indicates that the relationship between organizational support and performance is not always direct, but is influenced by internal factors that emerge in response to the support provided by the organization.

One variable considered capable of explaining this mechanism is work morale. Work morale reflects an employee's psychological state, characterized by enthusiasm, optimism, discipline, and a willingness to work optimally to achieve organizational goals. According to Luthans (2021), work morale is a positive energy that encourages individuals to work with enthusiasm, high commitment, and the ability to maintain productivity in the face of various work challenges. Organizations that prioritize employee well-being, recognition, and development will create higher work morale, which in turn will improve performance quality.

In addition to work morale, job involvement is also an important variable in explaining how organizational support can improve employee performance. Job involvement reflects an individual's level of psychological identification with their work, where work becomes an important part of their identity. According to Robbins and Judge (2022), employees with high levels of work engagement demonstrate dedication, responsibility, active participation, and a willingness to put forth their best effort in completing their work.

Recent studies have shown that organizational support contributes to increased employee morale and work engagement. Research by Ahmed et al. (2022) demonstrated that organizational support significantly influences work engagement, ultimately improving individual performance. Meanwhile, research by Aboramadan et al. (2023) found that work engagement mediates the relationship between perceived organizational support and employee performance in service organizations.

In the context of the banking industry, particularly at Bank Jambi Head Office, demands for service quality, transaction speed, service digitization, and achieving business targets require every employee to perform at a high level. Changes in the banking business environment mean that organizations need to provide more than just good work systems; they also need to create a supportive work environment, boost morale, and encourage employee involvement in all organizational activities. Perceived organizational support by employees is expected to boost morale and work engagement, thereby improving employee performance.

Although the relationship between perceived organizational support, work morale, job involvement, and employee performance has been extensively researched, research integrating work morale and work involvement as simultaneous mediating variables, particularly at Regional Development Banks (BPD), remains relatively limited. Most previous studies used only one mediating variable or were conducted in different industrial sectors, leaving a research gap that requires further study.

Based on this description, this study aims to analyze the influence of organizational support on employee performance and examine the mediating role of work morale and work involvement among employees at Bank Jambi Head Office. This research is expected to provide theoretical contributions to the development of organizational behavior studies, particularly regarding the mechanisms by which perceived organizational support influences employee performance. Furthermore, the results are expected to provide practical input for Bank Jambi management in formulating human resource management policies that can sustainably improve work morale, work involvement, and employee performance.

METHOD

This research was conducted at Bank Jambi Head Office, with organizational support as the independent variable, work morale and work involvement as mediating variables, and employee performance as the dependent variable.

The population in this study was all 168 employees of Bank Jambi Head Office. The sample size was determined using the Slovin formula with a 10% margin of error, resulting in 63 respondents. The sampling technique used probability sampling with a simple random sampling method, ensuring that each member of the population had an equal chance of being selected as a respondent.

The research data consisted of primary and secondary data. According to Sugiyono (as cited in Sudirman et al., 2020), primary data is data collected directly by researchers from primary sources, while secondary data comes from various previously available documents or publications. Primary data was collected by distributing questionnaires to respondents using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). Meanwhile, secondary data was obtained from company documents, annual reports, reference books, and scientific articles relevant to the research topic.

Data analysis was conducted using Structural Equation Modeling (SEM) based on Partial Least Squares (PLS) with the assistance of SmartPLS 3 software. The analysis stages included evaluating the outer model to test construct validity and reliability, and evaluating the inner model to examine the relationships between variables through path coefficients, coefficients of determination (R^2), and mediation effects. Hypothesis testing was conducted using bootstrapping techniques with a 5% significance level ($\alpha = 0.05$). The hypothesis was accepted if the t-statistic value was >1.96 and the p-value <0.05 , thus identifying the direct and

indirect effects of organizational support on employee performance through work morale and work engagement.

RESULTS AND DISCUSSION

Description of Research Variables

The descriptive analysis in this study aims to provide a general overview of respondents' perceptions of the variables of organizational support, work morale, work engagement, and performance at Bank Jambi Head Office. Data were obtained from questionnaires completed by 63 respondents using a five-point Likert scale. This analysis was conducted by examining the average value and trends of respondents' responses to each research variable. The scores for each respondent's responses are shown in the following table:

Table 1. Respondent Scores per Variable

Variables	Item	Total Score	Scale Range	Category
Organizational Support (X)	8	1.907	1.713,6 - 2.116,7	Good
Work Morale (Y1)	8	1.893	1.713,6 - 2.116,7	High
Job Engagement (Y2)	9	2.111	1.927,8 - 2.381,3	High
Performance (Z)	10	2.375	2.142 - 2.645	High

Source: Primary data, processed (2026)

The results of this study indicate that each employee has a positive perception of the variables of organizational support, work morale, work engagement, and performance. The total score for each variable is 1.907, categorized as Good; work morale is 1.893, categorized as High; and work engagement is 2.111, categorized as High. The performance variable is 2.375, categorized as High.

Outer Model Testing Results

The outer model (measurement model) test aims to assess the extent to which the indicators used in the study are able to measure the latent constructs validly and reliably. In this study, the analysis was conducted using SmartPLS to test convergent validity, discriminant validity, and construct reliability. According to Hair et al. (2022), a construct is considered good if it meets the criteria of convergent validity, discriminant validity, and composite reliability.

Convergent Validity Test

Convergent validity indicates the extent to which indicators within a construct have a high correlation. The measures used are the outer loading value and the Average Variance Extracted (AVE).

Outer Loading Value

A high outer loading value indicates that the indicator effectively measures the latent construct, while a lower value indicates potential problems in the model. Hair et al. (2022) stated that the criterion for eligibility is that an indicator is declared valid if the outer loading value is >0.70 .

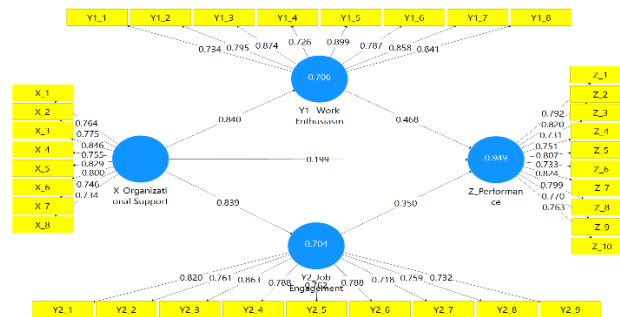


Figure 1. Outer Loading

The test results show that all indicators have outer loading values above 0.70. This result means that all indicators are able to adequately explain the construct being measured. Therefore, no indicators were eliminated from the research model. Substantively, these results indicate that each item in the questionnaire was well understood by respondents and has a strong relationship with the measured variables.

Average Variance Extracted (AVE)

AVE indicates the proportion of indicator variance that can be explained by the latent construct. Ghazali and Latan (2015) stated that a construct is said to have good convergent validity if the AVE value is ≥ 0.50 . An AVE value ≥ 0.50 indicates that more than 50% of the indicator's variance can be explained by the latent construct, with the remainder explained by measurement error. An AVE value of at least 0.50 indicates that the construct is able to explain more than 50% of the variance in its indicators.

Table 2. Average Variance Extracted Value

Variables	AVE	$\sqrt{\text{AVE}}$	Description
Organizational Support (X)	0,612	0,782	Valid
Work Morale (Y1)	0,667	0,816	Valid
Job Engagement (Y2)	0,605	0,778	Valid
Performance (Z)	0,608	0,780	Valid

Source: Smart PLS 3.0 Output (2026)

Based on the table, all variables have AVE values above 0.50. This means that the constructs of organizational support, work morale, work engagement, and employee performance have met the criteria for convergent validity. The work morale variable has the highest AVE value (0.667), indicating that the work morale indicators are the strongest in explaining the construct.

Construct Reliability Test

Construct reliability indicates the internal consistency between indicators in measuring the latent variable. The measures used are Cronbach's Alpha and Composite Reliability. According to Hair et al. (2022), a value above 0.70 indicates good reliability.

Table 3. Cronbach's Alpha and Composite Reliability

Variables	Cronbach's Alpha	Composite Reliability	Description
Organizational Support (X)	0.909	0.926	Reliabel
Work Morale (Y1)	0.927	0.941	Reliabel
Job Engagement (Y2)	0.918	0.932	Reliabel
Performance (Z)	0.928	0.939	Reliabel

Source: SmartPLS 3.0 output (2026).

The table above shows that all variables have Cronbach's Alpha and Composite Reliability values greater than 0.70. These results indicate that the research instrument has an excellent level of internal consistency.

Inner Model Test Results

Coefficient of Determination (R-Square)

The coefficient of determination (R^2) indicates the proportion of variation in endogenous variables that can be explained by exogenous variables in the research model. The higher the R^2 value, the greater the model's ability to explain the phenomenon under study.

Table 4. R-Square Values

Variables	R-Square	Interpretation
Work Morale (Y1)	0,706	Strong
Job Engagement (Y2)	0,704	Strong
Performance (Z)	0,949	Very Strong

Source: Smart PLS 3.0 Output (2026)

According to the table, the R^2 value for the work morale variable is 0.706. This means that 70.6% of the variation in work morale can be explained by organizational support, with the remaining 29.4% influenced by factors outside the model. The R^2 value for the work engagement variable is 0.704. This means that 70.4% of the variation in work engagement can be explained by organizational support, with the remaining 29.6% influenced by factors outside the model. Meanwhile, the R^2 value for the employee performance variable is 0.949. This result means that 94.9% of the variation in employee performance can be explained by organizational support, work morale, and work engagement, while the remaining 5.1% is influenced by other variables not included in the study. These values indicate that the model has very strong explanatory power. Thus, this research model has excellent ability to explain the relationships between variables at Bank Jambi Head Office.

F-Square Analysis Results (f^2 Effect Size)

The F-square test is essentially used to assess the magnitude of the change in the R-square value when a construct is removed from the model. This is to determine whether the removal of the construct has a significant effect on the endogenous construct. General guidelines for assessing the F-square value are 0.02, 0.15, and 0.35, which indicate small, medium, and large effects, respectively. An F-square value less than 0.02 indicates that the variable does not have a significant effect (Hair et al., 2017). The results of the F-square test can be found in the following table.

Table 5. F-Square Values

Variables	Work Morale (Y1)	Job Engagement (Y2)	Performance (Z)
Organizational Support (X)	2,403	2,374	0,199
Work Morale (Y1)			0,729
Job Engagement (Y2)			0,410
Performance (Z)			

Source: Smart PLS 3.0 Output (2026)

Based on Table 5, the effect size (f^2) value indicates the magnitude of the influence of each exogenous variable on the endogenous variables in the structural model.1) The organizational support variable has an influence on work morale, with an F-square value of

2.403. This value indicates that organizational support has a significant influence on employee work morale.2) The effect of organizational support on work engagement obtained an F-square value of 2.374. This value indicates that organizational support has a significant contribution to increasing employee work engagement.

3) The effect of organizational support on employee performance showed an F-square value of 0.199. Based on effect size criteria, this value falls into the small to medium category, indicating that organizational support contributes to employee performance but is not a direct dominant factor. 4) The relationship between work morale and employee performance obtained an F-square value of 0.729, indicating a large influence. These results indicate that work enthusiasm has a strong contribution to improving employee performance. 5) Furthermore, the effect of work engagement on employee performance obtained an F-square value of 0.410, which is also considered significant. This result indicates that work engagement has a substantial influence on employee performance.

Hypothesis Testing

Hypothesis testing was conducted using the bootstrapping method. The decision-making criteria were that the hypothesis was accepted if the t-statistic value was >1.96 or the p-value was <0.05 at the 5% significance level.

The model of the research construct relationships using the bootstrapping method can be seen in the following figure.

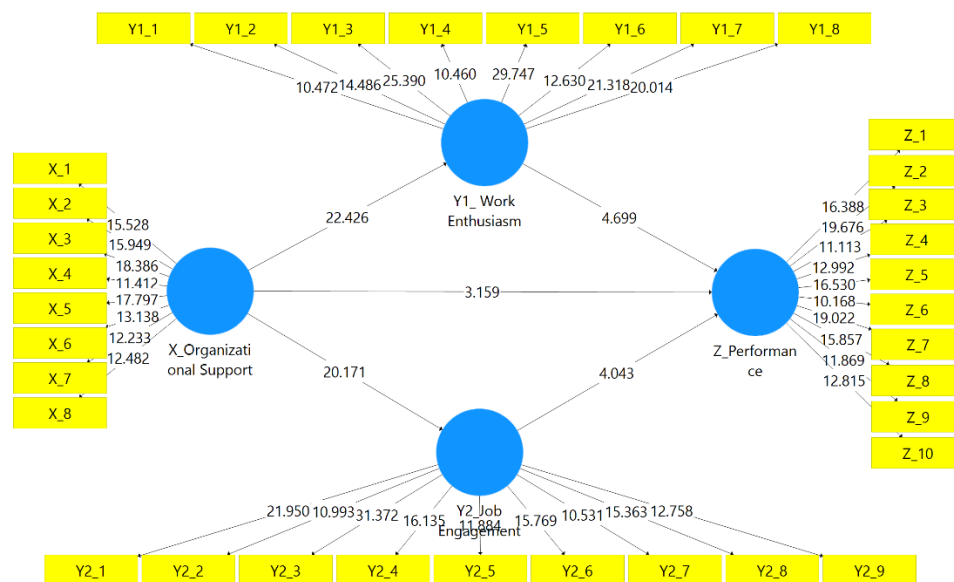


Figure 2. Bootstrapping

Bootstrapping results indicate that all relationships between variables are statistically significant. This finding proves that all research hypotheses are accepted.

Hypothesis testing can also be performed on direct effect analysis, namely to test the significance of the causal relationship between the independent (exogenous) and dependent (endogenous) variables in the research model. This method verifies whether a predictor variable statistically influences the outcome variable. The results of the statistical computations from the test can be seen in the following table:

Table 7. Direct Effect Results

Relationships Between Variables	Original Sample (O)	T Statistics (O/STDEV)	P Values
Organizational Support (X) → Work Morale (Y1)	0.840	23.798	0.000

Relationships Between Variables	Original Sample (O)	T Statistics (O/STDEV)	P Values
Organizational Support (X) → Work Engagement (Y2)	0.839	21.209	0.000
Organizational Support (X) → Performance (Z)	0.199	3.049	0.002
Work Morale (Y1) → Performance (X)	0.468	4.956	0.000
Work Engagement (Y2) → Performance (X)	0.350	3.922	0.000

Source: Smart PLS 3.0 Output (2026)

Based on the direct effect test results in the table above, the following can be interpreted:

1. The effect of organizational support on work morale has a t-statistic of $23.798 > 1.96$ with a p-value of $0.000 < 0.05$. These results indicate a positive and significant effect. Thus, increasing organizational support can improve employee work morale.
2. The effect of organizational support on work engagement has a t-statistic of $21.209 > 1.96$ with a p-value of $0.000 < 0.05$. These results indicate that organizational support has a positive and statistically significant effect on employee work engagement. This means that the better the organizational support, the higher the employee work engagement.

3. The effect of organizational support on performance has a t-statistic of $3.049 > 1.96$ with a p-value of $0.002 < 0.05$. These results indicate that organizational support has a positive and significant effect on employee performance. This means that the higher the perceived organizational support from employees, the higher their performance.
4. The effect of work morale on employee performance has a t-statistic of $4.956 > 1.96$ with a p-value of $0.000 < 0.05$. These results indicate that work morale has a positive and statistically significant effect on employee performance. This means that high work morale will improve the quality of employee performance.
5. The effect of work engagement on employee performance has a t-statistic of $3.922 > 1.96$ with a p-value of $0.000 < 0.05$. These results indicate that work engagement has a positive and statistically significant effect on employee performance. This means that increased work engagement will improve employee performance.

Mediation Test Results

A mediation test is a statistical analysis method to determine whether an intermediary variable (mediator) is able to bridge or explain the mechanism of influence between the independent (exogenous) and dependent (endogenous) variables. This variable makes the influence indirect.

Table 8. Indirect Effect Values

Relationships Between Variables	Original Sample (O)	T Statistics (O/STDEV)	P Values
Organizational Support → Work Morale → Performance	0.393	4.679	0.000
Organizational Support → Work Engagement → Performance	0.293	3.853	0.000

Source: Smart PLS 3.0 Output (2026)

Based on Table 8, the mediation test to determine the indirect effect can be explained as follows:

1. The effect of organizational support through work morale on employee performance has a t-statistic of $4.679 > 1.96$ with a p-value of $0.000 < 0.05$. These results indicate that organizational support through work morale has a positive and statistically significant effect on employee performance. This means that work morale has been proven to mediate the relationship between organizational support and employee performance.

2. The effect of organizational support through work engagement on employee performance has a t-statistic of $3.853 > 1.96$ with a p-value of $0.000 < 0.05$. These results

indicate that organizational support through work engagement has a positive and statistically significant effect on employee performance. Therefore, work engagement has also been proven to mediate the relationship between organizational support and employee performance.

Discussion

The Effect of Organizational Support on Work Morale

The results of the study indicate that organizational support has a positive and significant effect on employee work morale. This finding indicates that organizational attention to employee needs can create a comfortable work environment, thereby increasing enthusiasm, discipline, optimism, and a willingness to work optimally.

Employees who feel cared for will have positive energy in carrying out their work. Organizational support in the form of good communication, recognition for achievement, and opportunities for self-development can increase intrinsic motivation, thus increasing work morale.

This finding aligns with Armstrong and Taylor (2023), who explain that a supportive work environment is a key factor in building employee work morale.

The Effect of Organizational Support on Work Engagement

The results of the study indicate that organizational support has a positive effect on work engagement. These results indicate that the higher the level of organizational support, the higher the level of active participation, dedication, and psychological attachment of employees to their work.

Employees who receive organizational support feel like an important part of the organization and are encouraged to actively participate in all work activities. This creates a stronger commitment to achieving organizational goals. Conceptually, the results of this study can be explained through the Perceived Organizational Support (POS) theory, which states that when an organization shows concern for employee well-being and values their contributions, employees will develop a positive perception of the organization (Eisenberger et al., 2020).

These results support the opinion of Caesens and Stinglhamber (2020), who stated that perceived organizational support can increase work engagement by forming an emotional connection between the organization and employees.

The Effect of Organizational Support on Employee Performance

The results of this study indicate that organizational support has a positive and significant effect on employee performance at Bank Jambi Head Office. This finding indicates that the higher employees' perceptions of organizational attention, appreciation, and concern, the higher the level of performance demonstrated in completing their duties and responsibilities. Organizational support manifested through awards, career development opportunities, adequate work facilities, and attention to employee well-being can increase a sense of belonging to the organization, thus encouraging employees to make their best contributions.

These results align with the Organizational Support Theory proposed by Eisenberger et al. (2020), which states that employees who feel the organization values their contributions will respond with positive work behaviors, including improved performance. This study's findings are consistent with those of Ahmed et al. (2022), Aboramadan et al. (2023), and Kurtessis et al. (2017), which found that perceived organizational support positively impacts employee performance.

The Influence of Work Morale on Employee Performance

Research results show that work morale positively impacts employee performance. The higher the employee's work morale, the higher the quality of their work. Work morale encourages employees to work enthusiastically, responsibly, and achieve organizational goals.

In the context of Bank Jambi Head Office, work morale is a crucial factor, given that banking service activities require precision, speed, and consistency in customer service.

This finding aligns with Luthans (2021), who stated that work morale is a psychological factor that can increase individual productivity.

The Influence of Work Engagement on Employee Performance

This study shows that work engagement positively impacts employee performance. Employees with high levels of work engagement tend to demonstrate dedication, focus, responsibility, and a willingness to exert maximum effort in completing their work. Work engagement reflects a strong psychological connection between an individual and their work. Therefore, the higher the work engagement, the more likely an employee is to achieve optimal performance.

These research findings support the opinion of Robbins and Judge (2022), who explain that work engagement is a key determinant of individual performance improvement.

The Role of Work Morale in Mediating the Effect of Organizational Support on Employee Performance

The results of this study indicate that work morale mediates the effect of organizational support on employee performance. These results demonstrate that organizational support not only directly impacts performance but also increases work morale, ultimately encouraging employees to be more productive and perform better. The higher employees' perceptions of organizational support, the higher their work morale, demonstrated through enthusiasm, discipline, responsibility, and dedication to completing their work.

According to Organizational Support Theory, organizations that prioritize employee well-being, recognize contributions, and provide development opportunities encourage employees to reciprocate through positive work attitudes and behaviors (Kurtessis et al., 2017). In this study, this reciprocity is manifested through increased work morale, which subsequently impacts performance.

These results align with Cropanzano and Mitchell (2005), who explain that the relationship between organizations and employees is based on the principle of reciprocity (social exchange). Furthermore, research by Caesens et al. (2017) also demonstrated that organizational support increases motivation and work morale, thus positively impacting employee performance. Therefore, organizations need to continuously strengthen employee support to improve work morale and achieve optimal performance.

At Bank Jambi Head Office, organizational support in the form of leadership attention, training opportunities, recognition, and a conducive work environment can boost employee morale. High morale encourages employees to provide better service, complete work on time, and strive to achieve organizational targets. Therefore, the results of this study confirm that morale is an important mediating variable in the relationship between organizational support and employee performance.

The Role of Job Engagement Mediates the Effect of Organizational Support on Employee Performance.

The results also show that job engagement mediates the effect of organizational support on employee performance. Organizational support enhances a sense of belonging to the organization, leading to greater employee engagement. High levels of job engagement lead to improved service quality, job completion effectiveness, and organizational target achievement.

These research findings support Social Exchange Theory, which explains that the relationship between organizations and employees is based on the principle of reciprocity. When organizations treat employees fairly and provide adequate support, employees reciprocate through increased positive attitudes, work engagement, morale, and higher

performance (Cropanzano & Mitchell, 2005). This finding supports research by Aboramadan et al. (2023), which states that work engagement is a mediating variable explaining the relationship between perceived organizational support and employee performance.

Overall, the research results indicate that organizational support is a strategic factor in improving employee performance at Bank Jambi Head Office, both directly and through increased morale and work engagement. Therefore, Bank Jambi management needs to strengthen policies that support employee welfare, competency development, a fair reward system, open communication, and the creation of a conducive work environment to continuously improve morale and work engagement, thus impacting organizational performance.

CONCLUSION

Based on the results of this study on the Effect of Organizational Support on Employee Performance Mediated by Employee Morale and Job Engagement at Bank Jambi Head Office, it can be concluded that organizational support plays a significant role in improving employee performance. The higher employees' perceptions of organizational support, such as attention to well-being, recognition for contributions, and the provision of conducive work facilities and environments, the better their performance.

In addition to its direct impact on performance, organizational support has also been shown to increase employee morale and job engagement. Employees who feel supported by their organization tend to be more motivated, enthusiastic about their work, and demonstrate a greater level of involvement in the organization's tasks and goals.

The results also show that morale acts as a mediating variable in the relationship between organizational support and employee performance. This indicates that organizational support can improve performance by increasing morale, thus encouraging employees to work more productively, with greater discipline, and with greater responsibility.

Furthermore, job engagement has also been shown to mediate the effect of organizational support on employee performance. Employees with high levels of job engagement demonstrate stronger commitment, actively participate in completing work, and make optimal contributions to achieving organizational goals.

Overall, this study confirms that improved employee performance at Bank Jambi Head Office is not only directly influenced by organizational support, but also through increased work morale and engagement. Therefore, Bank Jambi management needs to continue strengthening policies that support employee welfare, competency development, achievement rewards, open communication, and create a work environment that can enhance employee morale and engagement, thereby sustainably improving organizational performance.

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