

**THE INFLUENCE OF PERCEIVED ORGANIZATIONAL SUPPORT
AND WORK ENGAGEMENT ON EMPLOYEE PERFORMANCE
(A Study on Employees of PT Bank Tabungan Negara Medan Branch Office)**

Josepin Siahaan^{1*}, Ainun Mardhiyah², Onan Marakali Siregar³

¹⁻³Business Administration Study Program, Faculty of Social and Political Sciences,
Universitas Sumatera Utara, Medan

E-mail: ¹⁾ joseph.siahaan00@gmail.com, ²⁾ ainun.mardhiyah@usu.ac.id,
³⁾ onan@usu.ac.id

Abstract

In today's dynamic and competitive business environment, organizations are increasingly recognizing the pivotal role that employee performance plays in achieving sustainable growth and maintaining a competitive edge. Consequently, understanding the factors that contribute to and influence employee performance has become a focal point for many contemporary organizations. Perceived organizational support and work engagement have emerged as two key variables that significantly impact employee performance and overall organizational effectiveness. This research aims to analyze the influence of perceived organizational support and work engagement on the performance of employees at the PT Bank Tabungan Negara (Persero) Medan Branch Office. This study employs quantitative research methods with a causal approach (cause and effect). The population comprises 158 employees from the PT Bank Tabungan Negara Medan Branch Office, with 61 employees participating as the sample. Data collection methods include questionnaires, observations, interviews, and data analysis using multiple linear regression analysis. The research findings reveal three significant conclusions: 1) Perceived organizational support significantly influences employee performance with a significance value of 0.046. 2) Work engagement significantly affects employee performance with a significance value of 0.000, indicating its strong impact. 3) Both perceived organizational support and work engagement jointly and significantly impact employee performance, with a significance value of 0.000, emphasizing their combined importance in enhancing employee performance at the organization.

Keywords: Employee Performance, Perceptions of Organizational Support, Work Engagement

1. INTRODUCTION

Human resources (HR) are a crucial aspect in the development and sustainability of an organization or company. The success of a company is influenced by the performance of individual employees, prompting every organization to seek effective human resource management. The significance of human resource management in an organization or company necessitates the acquisition of qualified and productive employees. In the practice of managing employees, human resource management (HRM) is essential for enhancing employee performance. Perceived organizational support refers to employees' beliefs regarding how the organization values their contributions and well-being. Employees' perceptions of organizational support are shaped by various aspects of organizational treatment, ultimately influencing their interpretation of the underlying motivation behind the organization's actions. Alongside organizational support, work engagement serves as another pivotal factor in driving employee performance. Employee work engagement plays a vital role in the development of a company, representing the attitude and behavior of employees who fully invest themselves in their work.

Based on the findings from preliminary research conducted on employees at the PT Bank Tabungan Negara (BTN) Medan Branch Office, it was observed that there persists a lack of perceived organizational support. This was evident from certain employees not being afforded the opportunity to participate in job-specific training and development initiatives, as well as the absence of adequate facilities to support their work, consequently leading to a decline in overall employee performance. The subpar employee performance is manifested by some employees exhibiting a lack of enthusiasm in their duties, thereby resorting to meeting work targets with half-hearted efforts. This lack of commitment and dedication reflects the diminished employee engagement in their roles. A strong sense of commitment and loyalty from employees towards their jobs and the organization can significantly influence their performance. When employees feel deeply connected to their roles and the company, they are inclined to exhibit their utmost capabilities. On the other hand, if employees lack a sense of personal investment, their performance may be adversely affected, leading to suboptimal results.

The reason the author has chosen to investigate the variables of perceived organizational support and work engagement, as opposed to other variables at PT Bank Tabungan Negara, is because these two factors are crucial in driving employee performance, with direct implications for the company's overall success. Perceived organizational support represents a form of support provided by the organization to its employees. This support can manifest in various ways, such as assistance from superiors, access to training and professional development opportunities, recognition through awards, and the provision of favorable working conditions. When employees genuinely perceive the support and assistance extended by their company, they tend to develop a strong sense of loyalty and commitment towards both the organization and the tasks they are entrusted with. This, in turn, leads to an enhancement in their performance and a willingness to go above and beyond their assigned duties in service of the company's objectives.

2. LITERATURE REVIEW

2.1. Perceived Organizational Support (POS)

According to Neves and Eisenberger, Perceived Organizational Support (POS) pertains to employees' perceptions of an organization's appreciation for their contributions and concern for their well-being (Shanock et al., 2022). Shantz et al. (2016) suggest that employees with high organizational support tend to exhibit better performance, excellence, and higher levels of creativity. Perceived organizational support is a global belief developed by employees regarding the extent of the organization's commitment to its employees, as observed through the organization's recognition of their contributions and concern for their well-being (Oubibi et al., 2022).

Organizational support is constructed through the organizational treatment received, including aspects like salary provision, promotions, job development, and employee participation in organizational policy-making. Positive organizational support can lead to a conducive work environment and, in turn, can be reciprocated by employees through enhanced job performance. According to Eisenberger et al., there are four indicators of perceived organizational support: recognition, development, working conditions, and concern for employee well-being (Oubibi et al., 2022).

2.2. Work Engagement

Work engagement, as described by Schaufeli and Bakker, is a positive and satisfying state of mind related to one's job, characterized by enthusiasm, dedication, and absorption (Hendryadi & Thawil, 2019). According to Bakker, work engagement entails how employees approach their jobs, investing their time and energy, demonstrating vigor, dedicating themselves to their work as a form of purpose, and finding their work enjoyable, which results in complete concentration on their tasks (Hafidzunnur, 2021). In essence, work engagement represents a state where employees are emotionally attached to their work, fostering a positive mindset, high enthusiasm, pride in their work, and unwavering focus on their tasks.

Employees with work engagement exhibit characteristics such as vigor, including physical and mental energy, willingness to exert effort, and resilience when faced with difficulties. Furthermore, dedication encompasses a sense of purpose, enthusiasm, inspiration, pride, and a sense of challenge at work. The final aspect, absorption, involves deep concentration, enjoyment, a love for one's work, and an inseparable connection with their tasks.

2.3. Performance

Performance, as defined by Heri & Andayani (2020), refers to the level of achievement of a program, activity, or policy in realizing an organization's goals, objectives, vision, and mission, as outlined in an organization's strategic planning. Hasibuan explains that performance is the outcome of an individual's work in carrying out assigned tasks, based on skills, experience, dedication, and time (Maharani et al., 2022). Amstin and Baron assert that performance is work outcomes that are strongly related to a company or organization's strategic objectives and provide economic contributions (Syahfitri & Mardhiyah, 2022).

Objective and rational performance evaluation within an organization or company is crucial as it is a key factor in developing an organization effectively and efficiently. The objective of performance evaluation is to enhance or improve an organization's performance by enhancing the performance of its human resources. Robbins outlines five indicators for measuring individual employee performance, including quality, quantity, timeliness, effectiveness, and autonomy (Afdilki, 2021).

2.4. Previous Research

Widodo (2021). The Influence of Perceived Organizational Support on Employee Engagement with Job Satisfaction as a Mediating Variable among Jawaracorpo Employees. The results of this study indicate that perceived organizational support has a positive and significant influence on employee engagement. Therefore, the presence of positive treatment can enhance the individual or employee's perception of organizational support, allowing them to perform their tasks effectively. The research results also suggest that when employees have a high level of perceived organizational support, their employee engagement increases. High employee engagement indirectly affects the job satisfaction of Jawaracorpo employees.

Hafidhah & Martono (2019). The Influence of Organizational Support Perception, Job Stress, and Organizational Culture on Employee Performance in PDAM Tirta Moedal, Semarang City. The research findings reveal a significant positive influence of organizational support perception on performance. This implies that when employees

perceive high levels of organizational support, their performance improves, and vice versa. There is a significant negative impact of job stress on performance, meaning that when employees experience high job stress, their performance decreases. Furthermore, there is a significant positive influence of organizational culture on employee performance, indicating that a better organizational culture enhances employee performance. The research results also demonstrate that organizational support perception, job stress, and organizational culture simultaneously influence performance.

Manalu et al. (2021). The Influence of Work Engagement on the Performance of BPJS Ketenagakerjaan Employees. The research findings reveal that work engagement (x) exerts a more dominant influence on the performance of BPJS Ketenagakerjaan Branch Binjai employees. Additionally, work engagement has a positive and significant impact on the performance of BPJS Ketenagakerjaan Branch Binjai employees.

3. RESEARCH METHODS

This research employs a quantitative approach with a causal or cause-and-effect relationship. The population for this study consists of 158 employees at PT Bank Tabungan Negara (Persero) Tbk Kantor Cabang. The sampling method employed in this research is Simple Random Sampling with Likert scale, resulting in a sample size of 61 employees. The sample size calculation was performed using the Slovin formula. Data collection methods encompass literature review, questionnaire distribution, observation, and interviews. Data processing is conducted using SPSS version 25 software.

4. RESULTS AND DISCUSSION

4.1. Result

4.1.1. Validity Test

Table 1. Validity Test Results

Variable	Question Item	r statistic	r table	sig. value	Desc.
Perceived Organizational Support	X1.1	0,486	0,252	0,486	Valid
	X1.2	0,501	0,252	0,501	Valid
	X1.3	0,574	0,252	0,574	Valid
	X1.4	0,634	0,252	0,634	Valid
	X1.5	0,593	0,252	0,593	Valid
	X1.6	0,451	0,252	0,451	Valid
	X1.7	0,582	0,252	0,582	Valid
	X1.8	0,625	0,252	0,652	Valid
	X1.9	0,735	0,252	0,735	Valid
	X1.10	0,576	0,252	0,576	Valid
	X1.11	0,590	0,252	0,590	Valid
Work Engagement	X2.1	0,772	0,252	0,722	Valid
	X2.2	0,635	0,252	0,635	Valid
	X2.3	0,722	0,252	0,722	Valid

	X2.4	0,728	0,252	0,728	Valid
	X2.5	0,665	0,252	0,665	Valid
	X2.6	0,713	0,252	0,713	Valid
	X2.7	0,647	0,252	0,647	Valid
	X2.8	0,681	0,252	0,681	Valid
	X2.9	0,785	0,252	0,785	Valid
	X2.10	0,585	0,252	0,585	Valid
	X2.11	0,873	0,252	0,873	Valid
	X2.12	0,791	0,252	0,791	Valid
	Question Item	r statistic	r table	sig. value	Desc.
Employee Performance	Y.1	0,483	0,252	0,483	Valid
	Y.2	0,694	0,252	0,694	Valid
	Y.3	0,720	0,252	0,720	Valid
	Y.4	0,710	0,252	0,695	Valid
	Y.5	0,695	0,252	0,726	Valid
	Y.6	0,726	0,252	0,827	Valid
	Y.7	0,827	0,252	0,819	Valid
	Y.8	0,819	0,252	0,608	Valid
	Y.9	0,608	0,252	0,740	Valid
	Y.10	0,740	0,252	0,695	Valid
	Y.11	0,695	0,252	0,558	Valid
	Y.12	0,558	0,252	0,558	Valid
	Y.13	0,594	0,252	0,594	Valid

The analysis of the table 1 indicates that all statement items in the instrument are valid. For the perceived organizational support (X1) variable, all items show a "r" statistic value greater than the "r table" value, with a significance value of less than 0.05. Similarly, the work engagement variable (X2) items also demonstrate a "r" value exceeding the "r table" value and a significance value below 0.05, confirming their validity. Additionally, for the employee performance variable (Y), all statement items exhibit a "r" value higher than the "r table" value and a significance value less than 0.05, thus validating their inclusion in the instrument.

4.1.2. Reliability Test

Table 2. Reliability Test Result

No.	Variable	Cronbach's alpha	Reliable	Description
1.	Perceived Organizational Support (X1)	0,998	Reliable	Very High
2.	Work Engagement (X2)	0,979	Reliable	Very High
3.	Employee Performance (Y)	0,986	Reliable	Very High

As observed in the table 2, it is notable that the reliability coefficients for the perceived organizational support, work engagement, and employee performance

variables exceed the threshold of 0.6 or 0.60. Consequently, it is reasonable to assert that the instruments employed in this study exhibit a high degree of reliability and are deemed appropriate for inclusion as variables in the measurement of this research.

4.1.3. Multicollinearity Test

Based on the table below, it is seen that the tolerance values for the perceived organizational support variable (X1), work engagement (X2), and employee performance (Y) are 1.00, which is greater than 0.1, and the VIF (Variance Inflation Factor) values are 1.00, which is less than 10. Therefore, it can be affirmed that there is no presence of multicollinearity in the data within this research study.

Table 3. Multicollinearity Test Result

Model	Coefficients ^a		T	Sig.	Collinearity Statistics		
	Unstandardized Coefficients	Standardized Coefficients			Tolerance	VIF	
	B	Std. Error					Beta
(Constant)	16.730	5.770	2,899	,005			
1 Perceived Organizational Support (X1)	,300	,147	,240	2,044	,046	,728	1,374
Work Engagement (X2)	,444	,107	,488	4,150	,000	,728	1,374

a. Dependent Variable: Employee Performance (Y)

4.1.4. Normality Test

Tabel 4. Normality Test Result

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		61
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	2,73340618
Most Extreme Differences	Absolute	,063
	Positive	,061
	Negative	-,063
Test Statistic		,063
Asymp. Sig. (2-tailed)		,200 ^{c,d}

Based on the data processing results presented in the table above, it is apparent that the Kolmogorov-Smirnov value is 0.200. This value adheres to the criteria for considering data normality, as the asymp. Sig value must be greater than 0.05. Therefore, it can be deduced that the data used follows a normal distribution.

4.1.5. Histogram Chart

Based on the figure below, it is clearly seen that the histogram chart exhibits a bell-shaped pattern and does not significantly skew to the right or left. From this data, it can be inferred that the data follows a normal distribution.

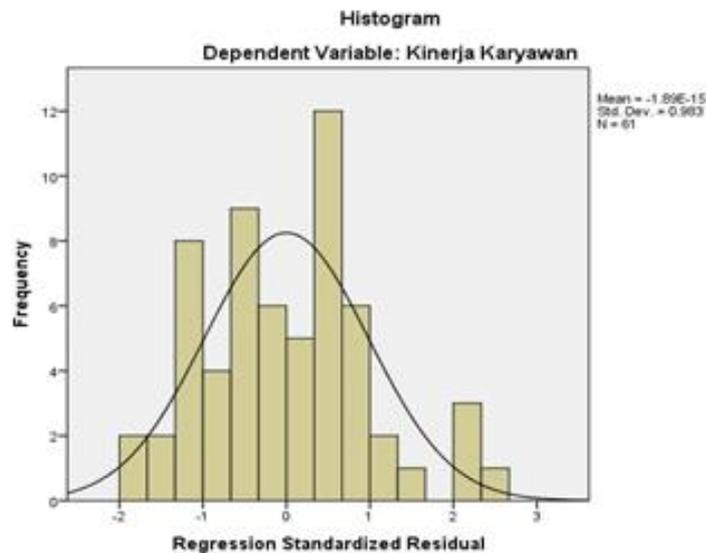


Figure 1. Histogram Chart

4.1.6. P-Plot Chart

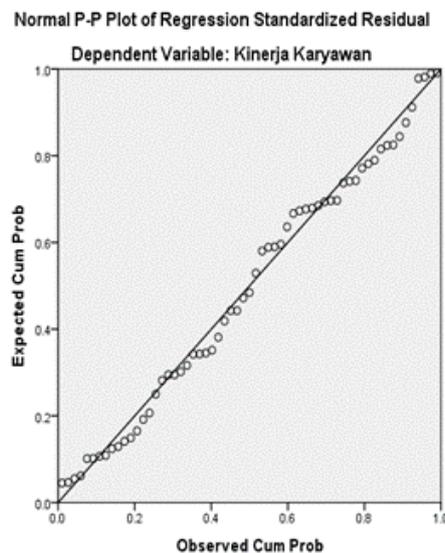


Figure 2. P-Plot Chart

Based on the figure 2, it can be concluded that the data is dispersed around the diagonal line, following the direction of the diagonal line. Therefore, the regression model used appears to meet the assumption of normality.

4.1.7. Heteroscedasticity Test

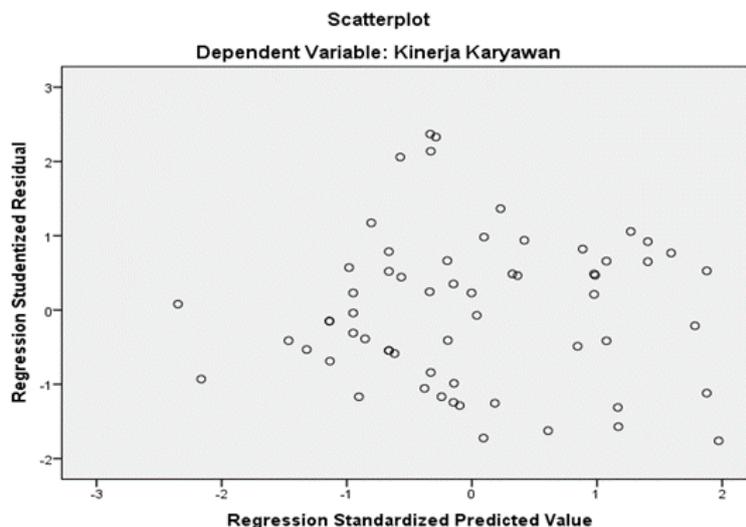


Figure 3. Heteroscedasticity Test Result

Based on the figure 3, it is apparent that the data points are evenly dispersed, and they do not form any specific pattern. The data points are scattered both above and below zero, indicating that the data is distributed randomly. This suggests that there is no presence of heteroskedasticity in the multiple linear regression model within this research.

4.1.8. Multiple Linear Regression Analysis

Table 5. Multiple Linear Regression Analysis Result

		Coefficients ^a			T	Sig.
Model	Unstandardized Coefficients		Standardized Coefficients			
	B	Std. Error	Beta			
	(Constant)	16,730	5,770		2,899	,005
1	Perceived Organizational Support (X1)	,300	,147	,240	2,044	,046
	Work Engagement (X2)	,444	,107	,488	4,150	,000

a. Dependent Variable: Employee Performance (Y)

Based on the results of the regression analysis, the multiple linear regression model utilized in this study is represented as $Y = 16.730 + 0.300X1 + 0.444X2$. In this regression equation, it can be deduced that the regression coefficient for perceived organizational support (X1) is 0.300, signifying that for each unit increase in the X1 variable, employee performance (Y) experiences an increment of 0.300. Similarly, the regression coefficient for work engagement (X2) is 0.444, indicating that for every one-unit increase in the X2 variable, employee performance (Y) undergoes an enhancement of 0.444.

4.1.9. Partial Significance Test (t-test)

Table 6. Partial Significance Test Result (t-test)

Model		Coefficients ^a			T	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
	(Constant)	16,730	5,770		2,899	,005
1	Perceived Organizational Support (X1)	,300	,147	,240	2,044	,046
	Work Engagement (X2)	,444	,107	,488	4,150	,000

a. Dependent Variable: Employee Performance (Y)

Based on the results from the table 6, it can be concluded that the statistical software program testing for the variable perceived organizational support (X1) yielded a t-value of 2.044. This t-value is greater than the t-table value, which is 1.672 ($2.044 > 1.672$), with a significance level smaller than 0.05 ($0.046 < 0.05$), and a positive regression coefficient of 0.300. These findings indicate that the perceived organizational support variable (X1) significantly influences employee performance (Y). Based on these results, it can be concluded that Ha1 is accepted.

The statistical software program testing for the variable work engagement (X2) yielded a t-value of 4.150. This t-value is greater than the t-table value, which is 1.672 ($4.150 > 1.672$), with a significance level smaller than 0.05 ($0.000 < 0.05$), and a positive regression coefficient of 0.444. These findings indicate that the work engagement variable (X2) significantly influences employee performance (Y). Based on these results, it can be concluded that Ha2 is accepted.

4.1.10. Simultaneous Test (F-test)

Table 7. Simultaneous Test Result (F-test)

Model		ANOVA ^a				
		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	599.373	2	299.686	20.784	.000b
	Residual	836.299	58	14.419		
Total		1435.672	60			

a. Dependent Variable: Employee Performance (Y)

b. Predictors: (Constant), Work Engagement, Perceived Organizational Support

Based on the data processing results in the table 7, it can be concluded that the obtained F-value is 20.784, indicating that the F-value exceeds the F-table value, which is 3.16 ($20.784 > 3.16$), or based on the significance value (sig.) of 0.000, which is less than 0.05. These results indicate that the independent variables, namely perceived organizational support (X1) and work engagement (X2), jointly and significantly affect the dependent variable, namely employee performance (Y).

4.1.11. Coefficient of Determination (R-squared) Test

Table 8. Coefficient of Determination (R-squared) Test Result

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.646 ^a	.417	.397	3.79723

a. Predictors: (Constant), Work Engagement, Perceived Organizational Support

b. Dependent Variable: Employee Performance (Y)

Based on the data processing results in Table 8, it is evident that the R-value is 0.646 or 64.6%. This coefficient indicates a strong relationship between perceived organizational support and work engagement with employee performance. When the R-value approaches 1, the model is considered to be better. The coefficient of determination (R-squared) demonstrates that perceived organizational support (X1) and work engagement (X2) jointly explain 39.7% of the variance in employee performance (Y), while the remaining 60.3% is influenced by other variables not addressed in this study.

4.2. Discussion

4.2.1. The Influence of Perceived Organizational Support on Employee Performance (Y)

The results of the testing for the perceived organizational support variable (X1) reveal that the t-value for perceived organizational support (X1) is 2.044, which is greater than the tabulated t-value of 1.672 ($2.044 > 1.672$). The significance level is less than 0.05 ($0.046 < 0.05$), and the regression coefficient is positive at 0.300. This indicates that the perceived organizational support variable (X1) significantly affects employee performance (Y). From these results, it can be concluded that Ha1 is accepted, which states, "There is an influence of perceived organizational support on employee performance at PT Bank Tabungan Negara Kantor Cabang Medan."

4.2.2. The Influence of Work Engagement on Employee Performance (Y)

The testing results for the work engagement variable (X2) yield a t-value of 4.150, which is greater than the tabulated t-value of 1.672 ($4.150 > 1.672$). The significance level is less than 0.05 ($0.000 < 0.05$), and the regression coefficient is positive at 0.444. This indicates that the work engagement variable (X2) significantly affects employee performance (Y). From these results, it can be concluded that Ha2 is accepted, which states, "There is an influence of employee work engagement on employee performance at PT Bank Tabungan Negara Kantor Cabang Medan." These results confirm that an increase in work engagement leads to improved performance, and conversely, a decrease in work engagement leads to decreased performance.

4.2.3. The Influence of Perceived Organizational Support and Work Engagement on Employee Performance

This research indicates that perceived organizational support and work engagement jointly and significantly affect employee performance at PT Bank Tabungan Negara Kantor Cabang Medan, as evidenced by the results of the simultaneous test (F-test) and coefficient of determination (R²). In the simultaneous test (F-test), the obtained F-value

is 20.784, which is greater than the tabulated F-value of 3.16 ($20.784 > 3.16$). Additionally, based on the significance value (sig.) of 0.000, which is less than 0.05, it is evident that the independent variables, perceived organizational support (X1) and work engagement (X2), jointly influence the dependent variable, employee performance (Y).

The coefficient of determination (R-squared) test reveals an R-value of 0.646 or 64.6%. This coefficient indicates a strong relationship between perceived organizational support and work engagement with employee performance. When the R-value approaches 1, the model is considered to be better. The coefficient of determination above demonstrates that perceived organizational support (X1) and work engagement (X2) jointly explain 39.7% of the variance in employee performance (Y), while the remaining 60.3% is influenced by other variables not addressed in this study.

5. CONCLUSION

Based on the research findings and discussions, it can be concluded that both perceived organizational support (X1) and work engagement (X2) significantly influence employee performance (Y) at PT Bank Tabungan Negara Kantor Cabang Medan. Perceived organizational support (X1) has a positive and statistically significant partial impact on employee performance, as does work engagement (X2). Thus, the research supports the acceptance of Ha1 and Ha2. Furthermore, when considered jointly, perceived organizational support (X1) and work engagement (X2) also exhibit a significant impact on employee performance, which leads to the acceptance of Ha3.

Based on the results of the conducted research, the researcher offers the following recommendations: The Perceived Organizational Support, as perceived by the employees of PT Bank Tabungan Negara Medan Branch Office, falls within the "good" category based on the research findings. Therefore, the company should strive to maintain or even enhance this level. However, certain aspects, such as the provision of training/development opportunities and bonuses/additional compensation for employees working beyond designated hours, require attention and improvement. Work engagement significantly contributes to the organization's success in achieving its goals. Hence, PT Bank Tabungan Negara Medan Branch Office should focus on assessing and enhancing the level of work engagement among its employees. To boost employee work engagement, the company can consider initiatives such as encouraging employees to plan for their future careers, facilitating the development of new skills, assigning new tasks, and fostering a positive work environment. These measures can help cultivate a more enthusiastic and motivated workforce.

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