

Improving Employee Performance through Job Satisfaction, Engagement, and Organizational Support

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Abstract

This study aims to analyze the influence of job satisfaction, employee involvement, and organizational support on employee performance at PT BPR BKK Boyolali. The quantitative approach was used by a survey method through a questionnaire distributed to all 180 employees of PT BPR BKK Boyolali. The data was analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with the help of SmartPLS software. The results of the structural model analysis show that job satisfaction has a positive and significant effect on employee performance. Similarly, employee engagement has a positive and significant effect on employee performance. Finally, organizational support also has a positive and significant effect on employee performance. This model is able to explain 72.6% variation in employee performance.

Keywords: employee engagement, employee performance, job satisfaction, organizational support.

INTRODUCTION

Employee performance is the backbone of an organization's success and sustainability, especially in the banking sector which relies heavily on service quality and customer trust (Lestari & Ghaby, 2018) In the midst of the dynamics of the financial industry, especially in microfinance institutions such as PT BPR BKK Boyolali, the ability to maintain and improve employee performance is essential to maintain competitiveness and profitability. High-performing employees not only contribute to the achievement of financial targets, but also build strong relationships with customers, which ultimately

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IJEBIR, Volume 04 Issue 05, 2025



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underpins business growth (Budiman et al., 2023) Therefore, identifying and understanding the factors that significantly affect employee performance is a necessity.

Although many studies have examined the factors driving employee performance, there are still significant research gaps, particularly in the context of people's credit banking (BPR) in specific areas such as Boyolali. Previous studies may have focused on large-scale conventional banks or different industries, leaving a gap in understanding how important variables such as job satisfaction, employee engagement, and perceived organizational support specifically affect BPR employees who have unique operational characteristics and customer segments. In addition, comprehensive research that tests these three variables simultaneously in one model for the context of PT BPR BKK Boyolali is still limited. This gap indicates an urgent need for more focused research to provide relevant practical insights for management in managing their human resources effectively.

Employee performance is the core of organizational success, a reflection of effectiveness and productivity in achieving strategic goals (Damayanti & Sutianingsih, 2023). In this study, we seek to comprehensively analyze how three main variables affect employee performance. In order to manage human resources effectively and increase competitiveness, firms must have a thorough grasp of these elements. Employee happiness on the job should be the primary indicator. Employees rate their job satisfaction based on how they feel about their work in general, including their pay, their relationships with coworkers and supervisors, and the prospects for professional growth that are available to them (Sunardi & Sutianingsih, 2023). As revealed by Wiliandari (2015) employees who feel job satisfaction tend to show a more positive attitude, reduce absenteeism, and have higher motivation to complete tasks well. This sense of satisfaction not only fosters dedication, but also becomes an important foundation for the optimal contribution of employees to the organization. Therefore, understanding the dimension of job satisfaction is an essential first step in efforts to improve employee performance holistically.

In addition to job satisfaction, the second crucial variable that is highlighted in this study is employee engagement. This concept describes the extent to which an employee has a deep emotional and intellectual connection with their work and the organization as a whole (Wahyudi & Jarodi, 2025). This involvement manifests in the form of enthusiasm, strong commitment, and the extra initiative that employees show to contribute to the success of the organization. Highly engaged employees are not only physically present at work, but also mentally and emotionally (Nababan et al., 2022). They invest their



energy and mind in every task, striving to deliver the best beyond standard expectations. This high level of engagement will in turn drive increased productivity, continuous innovation, and ultimately, superior organizational performance (Sutianingsih & Handayani, 2021). As such, understanding and fostering employee engagement is essential for organizations that want to achieve a competitive advantage and long-term growth.

Perceived Organizational Support (POS) is a fundamental concept in organizational behavior that refers to employees' general beliefs about the extent to which the organization values their contributions and cares about their well-being. According to Setiawan (2016) this concept was first introduced by Eisenberger and his colleagues in 1986, and since then it has become one of the important pillars in understanding the dynamics of the relationship between employees and organizations. The essence of POS lies in employee perception. It's not about the support that the organization actually provides, but rather about how employees perceive and interpret the organization's actions and behaviors toward them. When employees feel that their organization values their efforts, listens to their input, provides support in various forms (both material and emotional), and cares about their personal lives outside of work, then their POS will tend to be high (Mujiasih, 2015). Thus, this study aims to examine how these three variables, both partially and simultaneously, contribute to improving employee performance at PT BPR BKK Boyolali, as well as filling the knowledge gap in the literature.

THEORETICAL FOUNDATION

Job Satisfaction

Assessing how people feel about different aspects of their job and how satisfied they are with it is how job satisfaction is described (Sutianingsih & Yulianto, 2021). According to Irma and Yusuf (2020), when an individual is emotionally invested in their work, they experience job satisfaction. The term "job satisfaction" refers to how you feel about different parts of your job and how successful they are. A collection of workers' subjective experiences with the pleasantness of their job. A broad perspective on an individual's job that reveals the gap between their actual compensation and what they think they deserve (Afandi, 2018). According to Sutrisno (2019), job satisfaction is defined as an employee's attitude toward work as it relates to physical and psychological aspects, as well as the work environment, coworker collaboration, incentives earned, and other similar elements. Employees' positive attitudes and actions toward their work, as well as their overall impressions of their work environment, are indicators of job satisfaction,

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according to Handoko (2020). By Afandi (2018) Work, salary, promotions, supervisors, and coworkers are some of the factors that contribute to an employee's level of job satisfaction.

Employee Engagement

As per Tewal (2017), the degree to which people identify emotionally with their job and see their level of performance as a way to reward themselves is called work engagement. According to Hotch et al. (2018), when employees are emotionally invested in the company's success, they are more likely to take part in day-to-day operations and help reach strategic goals. When workers have a hand in running the company, they feel more invested in its success (Ernawati et al., 2022). In an effort to get everyone in the company on the same page and understanding their part in the bigger picture, Maslikhah (2018) offers a definition of employee engagement as a participatory process that makes full use of workers' abilities and aims to boost dedication to the company's success. In this scenario, an employee's performance at work is accompanied with emotional and physical expressions of his own. According to Lestari, et al. (2019) the dimensions or indicators of employee involvement consist of three according to them, namely: vigor aspect, dedication aspect, absorption aspect

Organizational Support

Employees' faith in their organization's commitment to their success and the importance they place on their efforts is known as "perceived organizational support" (Mujiasih, 2015). Organizational fairness, working conditions, HR practices, leadership, management communication, and organizational performance all have a role in whether or not this support is present, which in turn affects employee absenteeism, job satisfaction, happiness, organizational civic behavior, and organizational performance (Kurniawan & Harsono, 2021). By enhancing performance, point-of-sale systems may motivate workers to do their part in helping their companies reach their objectives (Novitasari & Asbari, 2024) Social and emotional demands like approbation, belonging, incentives, and emotional support may be met by POS, which in turn shows how the business can profit from employees' increased effort (Wahyuni, 2021). Rhoades and Eisenberger (2016) state that fairness considerations, supervisor support, organizational rewards, and working conditions are the three most prevalent types of excellent treatment that firms may provide their employees.



Employee Performance

Though it derives from the more specific word "performance," the term encompasses both the end product and the process of completing a task. The ability of an individual or team to carry out its duties and obligations within an organization in a way that contributes to the achievement of its objectives is known as performance (Afandi, 2018). This performance must be carried out in an ethical and lawful way, without breaking any rules. Performance, according to Mangkunegara (2016), is the end result of work that employees have accomplished in fulfilling their assigned obligations, in terms of both quantity and quality. Siagian (2023) Employee performance is an individual's capacity to operate in such a way as to maximize the achievement of work goals and other predetermined targets with relatively small sacrifices to the results achieved. Work quantity, quality, timeliness, effectiveness, and dedication are the five metrics that Silaen (2021) states may be used to evaluate an employee's performance.

HYPOTHESES

Job satisfaction with employee performance

Employees who feel high satisfaction with their work, whether in terms of tasks, environment, coworkers, or compensation, tend to show a more positive attitude and greater intrinsic motivation to give their best. When individuals feel valued and content with their working conditions, they will be more excited, focused, and committed to achieving organizational goals. On the other dissatisfaction can trigger demotivation, decreased morale, and even counterproductive behaviors that significantly hinder productivity and work quality (Robbins & Judge, 2017). Job satisfaction creates a conducive psychological environment, where employees are more likely to take initiative, collaborate, and innovate, all of which contribute to improved overall performance (Locke, 1976). Research conducted by Augustine et al. (2022) and Suryawan & Salsabilla (2022) stated that job satisfaction affects employee performance. Based on the explanation and support of the research, the following hypotheses can be formulated:

H1: Job satisfaction has a positive and significant influence on employee performance.

Employee engagement on employee performance

Engagement here is not just a physical presence at work, but a psychological state in which employees feel emotionally and intellectually connected to their work, as well as fully committed to the organization's goals and values. When employees are engaged,

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they not only complete basic tasks, but also proactively look for ways to contribute more, show initiative, and overcome obstacles with creativity. They will fully exert their physical, cognitive, and emotional energy into the performance of their role (Kahn, 1990; Schaufeli & Bakker, 2004). High engagement encourages employees to work harder, smarter, and with greater passion, which directly impacts increased productivity, work quality, innovation, and customer satisfaction, ultimately improving individual and overall organizational performance. In contrast, employees who are not engaged tend to perform only minimal tasks, lack initiative, and may exhibit higher absenteeism or turnover rates, which will obviously hinder performance. Research conducted by Samud et al. (2021) and Amalia & Novie (2023) state that employee engagement has an influence on employee performance. Based on the explanation and support of the research, the following hypotheses can be formulated:

H2: Employee engagement has a positive and significant influence on employee performance.

Organizational support for employee performance

An important factor that greatly affects how well an organization's employees do their jobs is their level of perceived organizational support, or POS. Employees' perceptions of how much their employer cares about them and their work are known as "POS" (Eisenberger, Huntington, Hutchison, & Sowa, 1986). Social exchange theory is a strong foundation for explaining this relationship. When employees feel that their organization provides support, either in the form of resources, rewards, or attention to their needs, a sense of reciprocity or obligation arises to repay the organization's kindness (Rhoades & Eisenberger, 2002). This sense of reciprocity is often manifested in the form of improved performance, higher loyalty, and extra-role behavior (organizational citizenship behavior) that is beneficial to the organization. Workforce stability and productivity are indirectly impacted by employees' levels of job satisfaction, organizational loyalty, and intention to move professions. When employees feel supported, these factors tend to be more pronounced. Employees who believe their time and effort are being well-received are often more driven to see organizational goals through to completion. There is a correlation between organizational support and employee performance, according to studies by Karlinda et al. (2022) and Amin et al. (2022). The following theories may be developed from the research and its explanations and supporting evidence:

H3: Organizational support has a positive and significant influence on employee performance.



RESEARCH METHODS

This study adopts a quantitative approach with a survey method as the main instrument for data collection, namely through questionnaires. The research population includes all employees of PT BPR BKK Boyolali, totaling 180 people. The variables analyzed in this study consisted of three independent variables: job satisfaction, employee engagement, and organizational support, and one bound variable, namely employee performance. To analyze the relationships between variables, this study will use Partial Least Squares Structural Equation Modeling (PLS-SEM) operated through SmartPLS software. First things first when analyzing the data: check the measurement model (the outer model) and the structural model (the inner model).

RESULTS AND DISCUSSION

Evaluation of Measurement Models (Outer Model)

Convergent Validity

Convergent validity assesses how well questionnaire questions measure the same underlying concept. Convergent validity shows whether indicators that measure the same idea are highly correlated and properly represent their underlying constructs. The outer loading value (the correlation between each question and the construct it measures) must be greater than 0.70, and the Average Variance Extracted (AVE) value for each construct must be greater than 0.50 to ensure convergence validity. If this requirement is fulfilled, the research construct indicators are legitimate.

Table 1. Convergent Validity Results

	X1	X2	X3	Y
X1.1	0,772			
X1.2	0,837			
X1.3	0,848			
X1.4	0,790			
X1.5	0,846			
X2.1		0,731		
X2.2		0,867		
X2.3		0,828		
X2.4		0,837		
X2.5		0,721		
X3.1			0,749	



	X1	X2	X3	Y
X3.2			0,856	
X3.3			0,807	
X3.4			0,763	
X3.5			0,797	
Y.1				0,889
Y.2				0,828
Y.3				0,787
Y.4				0,715
Y.5				0,888

In Table 1, the convergent validity test shows that all job satisfaction, employee engagement, organizational support, and employee performance indicators meet the norms. All indication outer loading values above 0.70 demonstrate this. The consistency of the outer loading value over this threshold shows that each indicator effectively represents its construct and has a high association with the hidden variable it measures. So, the measurement model's convergent validity is fulfilled.

Tabel 2. Hasil Average Variance Extracted

	Average Variance Extracted (AVE)
Job satisfaction	0,671
Employee engagement	0,639
Organizational support	0,633
Employee performance	0,679

Each variable's AVE is shown in Table 2. Job Satisfaction, Employee Engagement, Organizational Support, and Employee Performance all had AVE values above 0.50. Job satisfaction has an AVE of 0.671, employee engagement 0.639, organizational support 0.633, and employee performance 0.679. The variables meet convergent validity requirements since the concept variance exceeds measurement error variance.

Construct Reliability

Construct reliability, or composite reliability (CR) in PLS-SEM, measures the internal consistency of a latent variable's indicators. This suggests that a construct with high dependability will score consistently when measured with the same indicators under

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identical settings. Good dependability requires Composite dependability (CR) values for each construct and Cronbach's Alpha values above 0.70.

Table 3. Construct Reliability Test Results

	Cronbach's Alpha	Composite Reliability
Job satisfaction	0,877	0,911
Employee engagement	0,856	0,898
Organizational support	0,855	0,896
Employee performance	0,879	0,913

Table 3 shows the construct reliability test's Cronbach's alpha and composite reliability values. Job satisfaction, employee engagement, organizational support, and employee performance all have Cronbach's Alpha values above 0.70, as does Composite Reliability. This means the measuring device is dependable and has strong internal consistency, meeting construct dependability.

Discriminant Validity

Discriminant validity ensures that each research model latent construct (variable) is empirically distinct. In PLS-SEM, the Fornell-Larcker Criterion is employed to verify discriminator validity. If the square root of the Average Variance Extracted (AVE) value of a construct is larger than the strongest correlation between the construct and other latent constructs in the model, it has good discriminant validity. If this requirement is fulfilled for all construct pairings, each concept has sufficient discriminant validity.

Table 4. Fornell-Larcker Criterion

	Job satisfaction	Employee engagement	Organizational support	Employee performance
Job satisfaction	0,819			
Employee engagement	0,821	0,799		
Organizational support	0,874	0,883	0,795	



	Job satisfaction	Employee engagement	Organizational support	Employee performance
Employee performance	0,810	0,797	0,824	0,823

Based on Table 3, the results of the Fornell-Larcker Criterion test show that the validity of the discriminant has been met. This can be seen from the square root value of AVE (diagonal numbers printed in bold) on each variable which is higher than the correlation value between other variables in the same column or row.

Evaluation of Structural Models (Inner Model)

R-squared (R2)

When evaluating the internal model's ability to explain the fluctuation of the study's dependent variables, researchers look at R-squared (R2), which is also called the coefficient of determination. Minuscule or weak (0.25) or equal to 0.26 Medium: 0.50 (or 0.51), strong/substantial: 0.75 (or 0.76).

Table 5. R2 Results

	R Square
Employee performance	0,726

Table 5 shows that the employee performance variable has an R2 value of 0.726. According to the model, the independent variables (Job Satisfaction, Employee Engagement, and Organizational Support) account for 72.6% of the variation in Employee Performance. The model's robust predictive capability on Employee Performance is demonstrated by this chart.

Hypothesis Test

Hypothesis testing determines if study model variables' correlations or effects are statistically significant and not coincidental. Criteria for hypothesis testing Analysis findings with a t-statistical value greater than 1.653 confirm the hypothesis and indicate a statistically significant link. Alternatively, examine the p-value. If the p-value is less than 0.05 (5% significance threshold), the hypothesis is validated and the link is significant.



This p-value indicates statistical significance without comparing to the t-table. Hypothesis test outcomes in image and table:

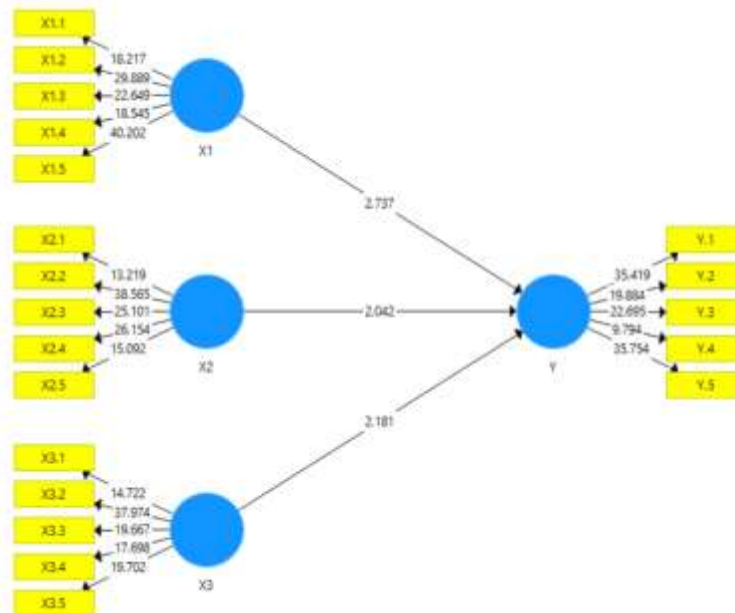


Figure 1. Bootstrapping Structural Model Output
Table 6. Hypothesis Test

	Original Sample (O)	T Statistics (O/STDEV)	P Values
Job satisfaction -> Employee performance	0,330	2,737	0,0064
Employee engagement -> Employee performance	0,23	2,042	0,041
Organizational support -> Employee performance	0,326	2,181	0,029

1. The Effect of Job Satisfaction on Employee Performance

Employee performance is positively correlated with job satisfaction ($r=0.330$) and has a t-statistical value of 2.737. We may infer that Job Satisfaction has a positive and substantial influence on Employee Performance since the t-statistical value (2,737) is bigger than the t-table value (1,653).

2. The Effect of Employee Engagement on Employee Performance

A t-statistical value of 2.042 indicated a link between employee engagement and employee performance, with a path coefficient of 0.230. Employee Engagement

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positively and significantly affects Employee Performance, since the t-statistical value (2,042) is greater than the t-table value (1,653).

3. The Influence of Organizational Support on Employee Performance

A route coefficient of 0.326 and a t-statistical value of 2.181 were obtained for the influence of organizational support on employee performance. Organizational support positively and significantly affects employee performance, as shown by the t-statistical value (2,181) which is higher than the t-table value (1,653).

DISCUSSION

1. The effect of job satisfaction on employee performance

A path coefficient value (Original Sample) of 0.330 indicated that work satisfaction positively affected employee performance. This suggests that workers will perform better when they are happy in their jobs. Statistically, the results were better than expected; the t-statistical value was 2.737 compared to 1.653 in the t-table. Also, less than 0.05 is the p-value of 0.006. There is a statistically significant relationship between work happiness and employee performance, as shown by these results. Augustine et al. (2022) and Suryawan & Salsabilla (2022) and other researchers have found that happy workers are more invested in their work, which in turn boosts productivity and efficiency.

2. The effect of employee engagement on employee performance

With a path coefficient (Original Sample) of 0.230, the study demonstrated that employee participation positively impacted employee performance. Therefore, it stands to reason that when workers are more invested in their jobs and the success of their companies, they produce better results. The t-statistical value of 2.042, which was more than the t-table value of 1.653, was used to examine the significance of these findings. Moreover, the p-value is 0.041, which falls below the significance level of 0.05. These findings provide strong evidence that employee involvement significantly affects performance on the job. In light of these results, it is reasonable to assume that workers will be more invested and productive if they have a sense of purpose and agency inside the company. Our findings are in line with those of Samud et al. (2021) and Amalia and Novie (2023), among others.

3. The effect of organizational support on employee performance

A path coefficient (Original Sample) of 0.326 indicated that organizational support positively affected employee performance in the test. Employees' performance tends to increase when they feel strongly supported by the business through resources,

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training, and recognition. The t-statistical value is 2.181, which exceeds the t-table value of 1.653 in terms of statistics. At the same time, 0.029 is less than the significance level of 0.05. It follows that having the backing of one's employer greatly improves productivity. Consistent with previous research, our findings show that organizations may motivate their people to perform at their highest levels by providing them with the resources they need to build a positive work environment. Backing up these results are studies by Amin et al. (2022) and Karlinda et al. (2022).

CONCLUSION

Overall, this research clearly shows that job satisfaction, employee engagement, and organizational support have a significant role in shaping employee performance. These findings underscore the importance of these factors in the work environment. Employees who feel an adequate level of satisfaction, engagement, and support from their organization tend to perform better. These results are consistent with existing theories and provide strong empirical evidence that investing in employee satisfaction, engagement, and support will have a positive impact on the productivity and work outcomes of individuals within an organization.

SUGGESTION

According to this report, PT BPR BKK Boyolali should increase work satisfaction, employee engagement, and organizational support programs. The favorable impact of these three variables on employee performance makes investing in them worthwhile for the organization. For instance, frequent employee satisfaction surveys can detect and resolve salary, career development, and work environment concerns. Encouraging employee decision-making and workplace autonomy may help boost ownership and involvement. Management and coworkers must also provide tools, training, and an inclusive work culture to help employees. PT BPR BKK Boyolali hopes to enhance the workplace, boost employee performance, and accomplish its strategic goals by concentrating on these areas.

For researchers interested in delving into this topic, there are several areas that can be explored further. First, considering the addition of other variables that may affect employee performance, such as leadership style, work-life balance, or organizational culture, can provide a more comprehensive understanding. Second, conducting longitudinal studies, in which data are collected over several time periods, will be more effective at observing changes and cause-and-effect relationships over time, than cross-

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sectional studies that only provide an overview of a single point in time. Finally, if possible, conducting research in different locations or organizations can help validate findings and improve the generalization of research results.

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