



The Role of Work Engagement and Customer Service Orientation in Driving Employee Performance

Tria Handayani¹, Faqih Nabhan^{2,*}

^{1,2}Universitas Islam Negeri Salatiga, Salatiga, Indonesia

*Email: faqihnabhan@uinsalatiga.ac.id

Abstract: This study aims to examine Perceived Organizational Support (POS) in improving employee performance, which is strengthened by work engagement and customer service orientation. The sample used was 92 respondents from microfinance institutions in Salatiga, using a purposive sampling technique, and then distributing questionnaires directly. Data processing with SmartPLS 4.0 software. This research concludes several findings, first, POS is proven to encourage increased employee performance, strengthen work engagement, and increase customer service orientation. Second, work engagement and customer service orientation have a strong influence on improving employee performance. Third, work engagement and customer service orientation that are well managed are proven to be able to mediate the success of POS in improving employee performance. This research further clarifies the Social Exchange Theory (SET) perspective and provides further evidence regarding the role of POS in encouraging increased employee performance.

Keywords: customer service orientation; employee performance; perceived organizational support; work engagement

Introduction

Research on Perceived Organizational Support (POS) has been extensively studied and has attracted the attention of researchers in recent years. POS has become an important element that influences the relationships among employees within the company (Rahmayani & Tri, 2022). POS has proven to play an important role in enhancing creativity (Aldabbas, Pinnington, & Lahrech, 2023; Kim, Clark, & Messersmith, 2023), controlling employee stress (Canboy, Tillou, Barzantny, Güçlü, & Benichoux, 2023) and building employee dedication (Akgunduz, Bardakoglu, & Kizilcalioglu, 2023). POS is an organizational effort to show concern for employees to improve their performance. POS is viewed as the employee's belief in the policies and procedures established by the company (Al-Omar, et.al., 2019). With the presence of POS, employees feel more comfortable doing their jobs. Employees who understand that their leaders provide high support are more likely to be willing to build good relationships (Mursidta, 2017). Therefore, the presence of POS will have a positive impact on optimizing employee performance.

To optimize this performance, employees need to be managed well so that they can work diligently while paying attention to the organization's goals. In this way, employees will

work diligently and professionally. Some important concepts that have the potential to drive employee performance improvement include POS, supervisor support, and support from superiors. POS indicates the degree of employee understanding of the organization's efforts in providing attention, support, motivation, and contributions to employee development and well-being (Li et al., 2022).

Several previous studies have shown that POS plays an important role in driving performance improvement (Mujanah et al., 2019). The same finding was also concluded by Ridwan, et al., (2020) which proves that POS makes a significant contribution to improving employee performance. This is demonstrated by the presence of the supervisor support dimension, measured by indicators of care and well-being. Furthermore Mursidta, (2017) also found that POS is significantly strongly related to employee performance. Other studies such as Pratiwi & Muzakki, (2021) and Mingxing, et al., (2022), provide consistent conclusions that POS can play a strong role in efforts to improve performance.

However, several studies following this show different results. The study conducted by Alfiana (2020) found that POS failed to affect performance. This is because the company is seen as not having shown concrete evidence that employee welfare has improved. Similarly,

Wahyuni (2019), concluded that employee performance is not influenced by POS. This is caused by employees feeling that their suggestions are not well-received by the organization. Thus, even though employees are fully supported by the organization, it is not guaranteed that they will be able to improve their performance.

Based on the review above, there is a controversy regarding the research results on the influence of POS on performance. Therefore, this study proposes an empirical research model by incorporating two important concepts that can serve as a solution to the issues arising from the aforementioned research gap. First, work engagement is believed to enhance the role of POS in driving employee performance. Organizations that are managed by providing strong support for every employee activity have the potential to develop employee engagement within the organization (Nabhan & Munajat, 2023). The higher the employee engagement, the more it will encourage the spirit to achieve targets (Putri & Heryanda, 2022). Therefore, employees with strong work engagement will provide high support for performance improvement (Rahmayani & Tri, 2022).

Second, customer service orientation. This is based on the argument that organizations that provide high levels of care, trust, fair treatment, and value employees' opinions will foster a genuine commitment to serve their employees (Ramdani et al., 2023). Employees are oriented to always be able to meet customer needs (Brown, 2002). The increasing customer service orientation supports the company's efforts to optimize resources. Therefore, organizations that can cultivate customer service orientation have great potential for performance improvement (Aqmal, 2019).

The purpose of this research is to test the proposed research model carefully constructed regarding the efforts of POS in enhancing employee performance with the support of managing work engagement and customer service orientation at microfinance institutions in Salatiga. The researcher chose microfinance institutions (savings and loan cooperatives) as the object of study with the consideration that

employees at microfinance institutions have a secondary education background (Nabhan & Munfa'ati, 2021), tend to require strong organizational support to work diligently. In addition, microfinance institutions tend to have a characteristic of informal relational closeness with customers (Winanto & Rapini, 2014) and these financial institutions tend to emphasize the full involvement of employees and the community in organizational development (Yusuf, 2015).

Theoretical Background

Social Exchange Theory (SET)

This research is developed based on social exchange theory (SET). This theory states, among other things, that there is a reciprocal social relationship in every relationship among organizational members (Homans, 1958). The basis of the social exchange theory indicates that a person's behavior can be influenced by the social values that emerge within an organization. There is a reciprocal social relationship between one party and another (Umar, 2017). Therefore, these social values influence employee behavior in considering the potential benefits and risks of each action in those social relations.

The study of social exchange theory is used as a foundation for examining the phenomenon of social exchange occurring within organizations to obtain an in-depth analysis of efforts to improve performance (Mighfar, 2015). This theoretical perspective is used as a basis for proposing the concepts of work engagement and customer service orientation to enhance performance. The role of these variables was chosen because both variables have great potential in improving POS and driving performance. Based on this theoretical perspective, the customer service orientation provided by the organization to customers through employees can create customer loyalty. It can be concluded that employees and organizations that have a reciprocal relationship, both will benefit (Lawler, 2001).

Perceived Organizational Support (POS)

Perceived Organizational Support (POS) is the degree of belief and understanding of

employees regarding the support, contributions, and efforts to enhance motivation and well-being made by the company (Ariarni & Afrianty, 2017). This perception fosters positive attitudes and behaviors in employees. Positive employee behavior encourages a conducive work attitude in achieving performance. Organizational support for employees takes various forms such as motivation, provision of work facilities, development of work culture, employee promotion, intensive training, and provision of allowances or insurance. This can foster the belief that the organization not only sets work achievement targets but also fully supports the employees' work efforts (Edwards & Peccei, 2010). Some policies that can demonstrate organizational support for employees include caring for employee welfare, valuing employee opinions and input, utilizing employee potential, and treating employees fairly.

Employee Performance

Performance plays a very important role because it can drive work effectiveness and efficiency, thereby optimizing the organization's goals. In optimizing to achieve its goals, the organization is influenced by behavior within the organization, such as employee performance, where employees will do everything related to a job or role within the organization (Bawono, 2017). To achieve optimal results for the organization, employees must focus more on their work by paying attention to the organization's goals. Organizations certainly have goals, and the steps to achieve those goals can be seen through the diligence and professionalism of employees in completing the tasks and responsibilities assigned by the organization.

The concept of employee performance refers to the level of achievement of both employees and the organization (Muizu et al., 2019). Measuring performance achievements within an organization can be used as a basis for evaluation and the creation of the organization's work program for the upcoming period. Measurement can also serve as a benchmark for employee success in carrying out their work. From this, it can be understood that employee performance can be considered

good if the work results obtained are higher than the work standards and are seen from the achievement of the organization's vision and mission. Next, the indicators that can be used to measure employee performance are work quality, workability, employee creativity, responsibility, and work discipline.

Work Engagement

Work engagement is the degree of employee involvement in organizational activities and work. Work engagement is manifested in positive work attitudes, such as work enthusiasm, dedication to the organization, and the internalization that work is a responsibility borne and inherent to every employee (Schaufeli et al., 2002). Work engagement shows that employees are committed to their work, enthusiastic, highly motivated, comfortable working, and provide strong support to the organization.

Work engagement has become one of the important concepts in efforts to drive improvement (Nabhan & Munajat, 2023). Well-managed work engagement has a great potential to foster attitudes and work motivation in employees. High work engagement can be one of the indicators of employee attachment to the company. That engagement is very valuable for both employees and the organization because it can influence the performance and success of the company (Ramadhan & Sembiring, 2014).

The study on work engagement focuses on employees who, when managed well, have the potential to make significant contributions to the organization (Nabhan & Munajat, 2023). The contribution of human resources can be seen in the treatment of employees who enjoy their work, allowing them to work wholeheartedly. The positive impact of this is that the quality of work improves, performance is high, and it can minimize conflicts that occur.

Customer Service Orientation (CSO)

Customer service orientation plays an important role in efforts to enhance the ability to provide value to customers. The higher the customer service orientation, the greater the ability to meet customer needs, resulting in a

high level of service satisfaction for customers (Spencer & Spencer, 1993). Customer service orientation becomes an important aspect of providing customer satisfaction with the services offered by the organization (Spencer & Spencer, 1993). Companies that can build a customer service orientation will be able to provide good service and resolve customer issues. Good service will satisfy the needs and desires of customers, which can help create a relationship between customers and the company (Zghidi & Zaiem, 2017). To build employees who have customer-oriented capabilities, necessary steps must be taken so that employees love their work wholeheartedly. This condition can arise when employees have a bond with the company they work for.

Research Method

This research uses several variables, namely POS, employee performance, work engagement, and customer service orientation, conducted with a quantitative approach. This research was conducted in the city of Salatiga at a microfinance institution (savings and loan cooperative). Data were collected by distributing questionnaires directly to the respondents. The population consists of all employees of microfinance institutions in the city of Salatiga, totalling 120 people. The sample size was determined using the Slovin formula, resulting in 92 respondents.

Purposive sampling was used to determine the sample with the criteria of employees of microfinance institutions who have worked for more than one year. Variable measurement uses a 1-10 interval measurement scale, with a score of 1 for strongly disagree to a score of 10 for strongly agree. Data were processed using SmartPLS version 4.0. As per the Smart PLS data processing standards, two analyses are conducted: the outer model to test the goodness of the research instrument and the inner model to test the goodness of the model and hypothesis.

Result and Discussion

The SmartPLS application is used to process data because it can test models simultaneously. At the data processing and outer model analysis stage, this study conducted convergent validity tests, composite reliability tests, and discriminant validity tests. Meanwhile, the inner model analysis was conducted using the R-square test, F-square test, significance test, and mediation test.

Outer Model Testing

The outer model testing in the convergent validity test uses the loading factor parameter with a threshold value of >0.07 , composite reliability, and discriminant validity with the cross-loading parameter.

Table 1. Outer Loading

Variable	Item measurement	Indicator	Outer Loading
Perceived Organizational Support	POS 1	Concerning employee welfare	0.887
	POS 2	Appreciating the opinions and input from employees	0.923
	POS 3	Utilizing the potential of employee (empowerment)	0.887
	POS 4	Treating employee fairly	0.920
Employee performance	KK 1	Work Quality	0.813
	KK 2	Workability	0.895
	KK 3	Creativity	0.834
	KK 4	Responsibility	0.837
	KK 5	Work discipline	0.814
Work Engagement	WE 1	Vigour (enthusiasm)	0.761
	WE 2	Dedication	0.926
	WE 3	Absorption	0.876
Customer Service Orientation	CSO 1	Responding to customers accurately	0.933
	CSO 2	Providing maximum service	0.931
	CSO 3	Maintaining good communication	0.928

Source: SmartPLS 4.0 Output

Table 2. Composite Reliability

	Cronbach's Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)	Average Variance Extracted (AVE)
Customer Service Orientation (Z2)	0.923	0.923	0.951	0.866
Employee performance (Y)	0.895	0.898	0.922	0.704
Perceived Organizational Support (X)	0.926	0.928	0.947	0.817
Work Engagement (Z1)	0.818	0.859	0.892	0.734

Source: SmartPLS 4.0 Output

Table 1 shows the result that the loading factor value >0.70. in other words, the research indicators above are declared valid as indicators of the latent variable size.

Composite reliability for each variable >0.70, indicates that the variable is reliable and valid. The average variance extracted value >0.50 indicates that each indicator is capable of accurately measuring its variable. Next, the results of the composite reliability or Cronbach's alpha show a Cronbach's alpha value >0.70, indicating that the research instrument used is considered reliable.

Discriminant validity is the assessment of the degree of difference that a construct empirically differs from another construct (Hair, 2019). Table 3 above shows that the cross-loading values for each indicator have met the standards of discriminant validity. This is evidenced by the measurement values of each

construct indicator being greater than the values of other indicators, as well as the factor loading values being >0.70, thus the indicators are considered valid.

Discriminant validity test using the Fornell-Lacker Criterion. The test results in table 4 above show that the value of each variable is greater than the Fornell-Larcker value of the other variables, thus it can be concluded that the discriminant validity of the four variables is met.

Based on the measurement results above, all indicators show a loading factor value > 0.70, thus meeting the criteria for convergent validity.

Inner Model Test (Structural Model)

The proposed structural model is tested in several stages, starting with the

Table 3. Cross Loadings

	Customer Service Orientation (Z2)	Employee performance (Y)	Perceived Organizational Support (X)	Work Engagement (Z1)
CSO 1	0.933	0.610	0.414	0.602
CSO 2	0.931	0.609	0.434	0.649
CSO 3	0.928	0.637	0.335	0.655
KK 1	0.431	0.813	0.556	0.574
KK 2	0.457	0.895	0.576	0.672
KK 3	0.549	0.834	0.487	0.647
KK 4	0.707	0.837	0.541	0.697
KK 5	0.608	0.814	0.472	0.677
POS 1	0.354	0.532	0.887	0.568
POS 2	0.421	0.586	0.923	0.615
POS 3	0.445	0.608	0.887	0.626
POS 4	0.302	0.533	0.920	0.616
WE 1	0.378	0.537	0.431	0.761
WE 2	0.605	0.743	0.736	0.926
WE 3	0.742	0.708	0.515	0.876

Source: SmartPLS 4.0 Output

multicollinearity test between variables, with the criterion of a VIF value below 5.

The inner VIF output shows that all variable values are below 5. Therefore, it can be

Table 4. Fornell-Lacker Criterion

	Customer service orientation	Employee performance	Perceived organizational support	Work engagement
Customer service orientation	0.931			
Employee performance	0.664	0.839		
Perceived organizational support	0.424	0.627	0.904	
Work engagement	0.683	0.782	0.672	0.857

Source: SmartPLS 4.0 Output

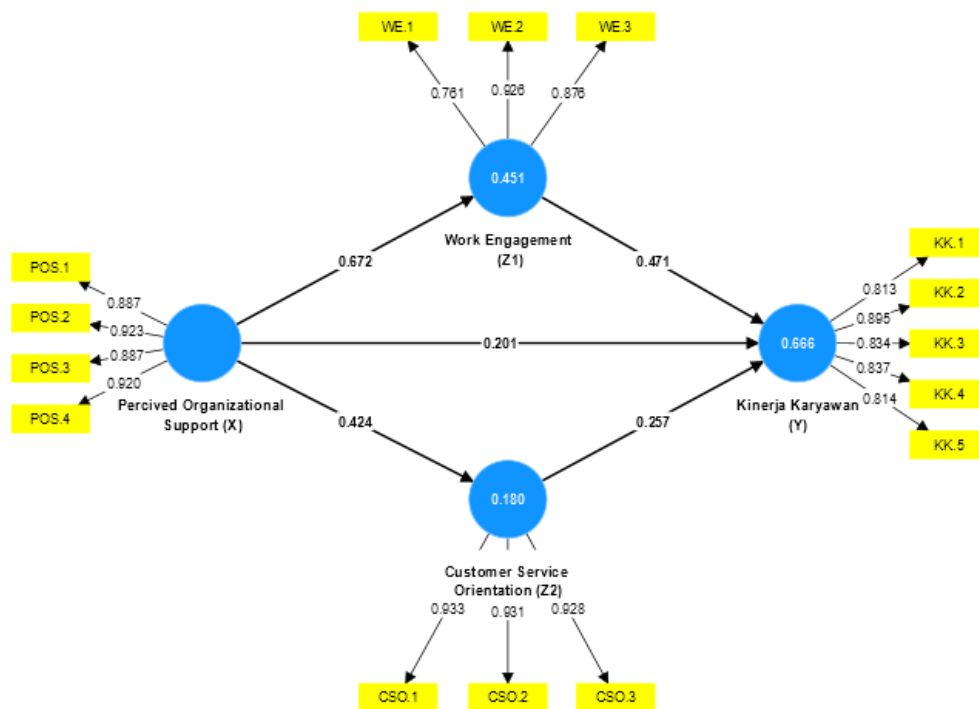


Figure 1. Outer Model (Measurement Model)

Second, the R-square test, is conducted by dividing it into three criteria: a value of 0.19 indicates a weak category, 0.35 moderate, and 0.67 strong. Third, the F-square test is to assess the direct influence on the structural model, with criteria where an F-square value of 0.02 is low, 0.15 is moderate, and 0.35 is high. Fourth, hypothesis testing with t-statistic or p-value. If the t-statistic value is greater than 1.96 or the p-value is less than 0.05, then there is a significant effect. Fifth, the Mediation test.

concluded that there is no multicollinearity among the variables.

The R-square statistical test is divided into three criteria based on magnitude, namely 0.67 for the strong category, 0.33 for the moderate category, and 0.19 for the weak category. The magnitude of the R-square value in Table 6 indicates the following findings: first, the influence of POS on customer service orientation is 0.180, which means the influence is weak. Therefore, the ability of the

independent variable to explain the variation in the dependent variable is very limited. Second, the influence of POS on employee performance variables is 0.666, which means the influence of this variable is moderate.

an F square value of 0.105. Second, POS has a moderate influence on the structural level of customer service orientation with an F square value of 0.220. Third, POS has a weak influence on the structural level of employee

Table 5. Inner VIF statistical size examination

	Customer service orientation	Employee performance	Perceived organizational support	Work engagement
Customer service orientation		1.880		
Employee performance				
Perceived organizational support	1.000	1.829		1.000
Work engagement		2.808		

Source: SmartPLS 4.0 Output

Table 6. R-Square

	R ²	Adj. R ²
Customer Service Orientation (Z2)	0.180	0.171
Employee performance(Y)	0.666	0.654
Work Engagement (Z1)	0.451	0.445

Source: SmartPLS 4.0 Output

Third, POS provides an encouragement to work engagement of 0.451, which falls within the moderate influence category.

performance with an F square value of 0.066. Fourth, POS has a strong influence on the structural level of work engagement with an F square value of 0.822. Fifth, work engagement has a moderate influence on employee performance with an F square value of 0.237.

In the significance test or hypothesis test of the influence between variables, bootstrapping is performed. This test is conducted by evaluating the path coefficient and referring to the statistical test results. The significance level criteria used are a p-value

Table 7. F-Square (Effect Size)

	Customer Service Orientation (Z2)	Employee Performance (Y)	Perceived Organizational Support (X)	Work Engagement (Z1)
Customer Service Orientation (Z2)		0.105		
Employee performance (Y)				
Perceived Organizational Support (X)	0.220	0.066		0.822
Work Engagement (Z1)		0.237		

Source: SmartPLS 4.0 Output

The F-square statistic measures the magnitude of the influence between independent and dependent variables. The F-square value can be classified into three categories: if the F-square value is 0.2, it indicates a weak influence; 0.15 indicates a moderate influence; 0.35 indicates a strong influence; and <0.2 indicates no influence. The results of the test in table 7 above show several findings as follows. First, customer service orientation has a weak influence at the structural level of employee performance with

<0.05 and a t-statistic>1.96. If these criteria are met, then the construct is significant, and the hypothesis can be accepted.

Hypothesis significance testing using bootstrapping with path coefficient parameters, several conclusions can be formulated as follows. First, customer service orientation has a significant positive effect on employee performance (p-value 0.012<0.05 and t-statistics 2.513>1.96). The path coefficient of 0.257 indicates a positive

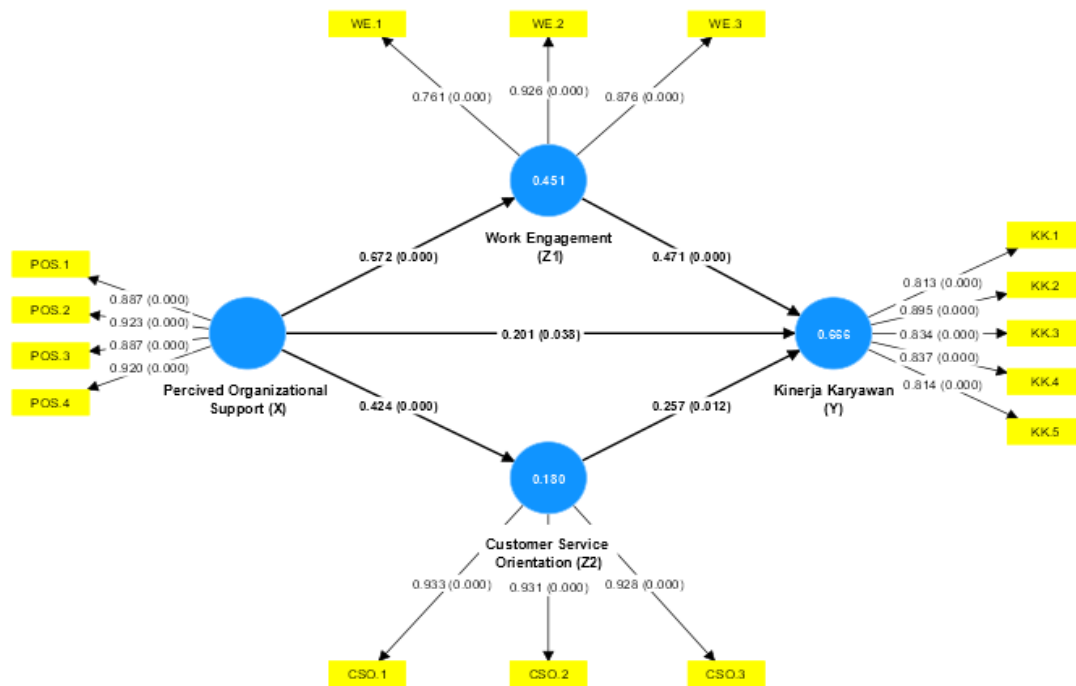


Figure 2. Inner Model

direction of the relationship. Second, POS has a positive and significant effect on CSO.

This is evidenced by the p-value of 0.000 < 0.05 and the t-statistics value of 4.217 > 1.96 as well as the path coefficient of 0.424. Third,

POS on employee performance shows a p-value of 0.038 < 0.05 and a t-statistics 2.077 > 1.96 with a path coefficient of 0.201. This means that POS has a positive and significant impact on employee performance. Fourth, the POS on work engagement obtained a p-value of 0.000

Table 8. Direct and Indirect Effect Test Results

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STD EV)	P values
Customer Service Orientation → Employee performance	0.257	0.242	0.102	2.513	0.012
Perceived organizational support → Customer service orientation	0.424	0.431	0.101	4.217	0.000
Perceived organizational support → Employee performance	0.201	0.183	0.097	2.077	0.038
Perceived organizational support → Work engagement	0.672	0.686	0.074	9.032	0.000
Work engagement → Employee performance	0.471	0.503	0.115	4.111	0.000
Perceived organizational support → Work engagement → Employee performance	0.317	0.344	0.086	3.671	0.000
Perceived organizational support → Customer service orientation → Employee performance	0.109	0.106	0.054	2.022	0.043

Source: SmartPLS 4.0 Output

<0.05 , a t -statistics value of $9.032 > 1.96$, and a path coefficient of 0.672 , indicating a positive and significant effect. Fifth, the results of the test on the influence of work engagement on employee performance obtained a p -value of $0.000 < 0.05$, t statistics of $4.111 > 1.96$, and a path coefficient of 0.471 . This means that work engagement has a positive and significant impact on employee performance.

POS on employee performance through work engagement has a positive and significant effect with a p -value of $0.000 < 0.05$ and a t -statistic value of $3.671 > 1.96$, as well as a path coefficient value of 0.317 . POS on employee performance through customer service orientation has a positive and significant effect with a p -value of $0.043 < 0.05$ and a t -statistic value of $2.022 > 1.96$, as well as a path coefficient value of 0.109 .

Discussion

POS and Employee Performance

POS has a positive and significant effect on employee performance. POS can drive employee performance improvement based on several considerations. First, an organization that cares about employee welfare will enhance the dedication and quality of work among employees. Second, companies that optimize employee potential will encourage the improvement of work skills and employee creativity (Amundsen & Martinsen, 2014). Third, organizations that treat employees fairly have the potential to foster employee responsibility and discipline (Moorman & Byrne in Astika & Laksmiwati, 2019). This finding is in line with the findings of Fitria et al. (2018) which states that POS has great power in driving employee performance improvement.

POS and Work Engagement

POS has a positive and significant effect on work engagement. Perceived organizational support can play a role in enhancing work engagement based on several considerations. First, an organization that cares about the well-being of its employees will encourage high employee morale in their work (Habibi, 2005). Second, an organization that treats employees fairly and values their opinions and input will foster a sense of absorption in the employees

(M. R. Pratiwi & Syahrizal, 2019). Third, companies that trust their employees by utilizing their potential will enhance employee commitment in carrying out their duties and responsibilities (Walad et al., 2022). This finding reinforces other research findings that show organizational support indeed has the potential to enhance work engagement (Ahmed et al., 2016).

Work Engagement and Employee Performance

Work engagement has a positive and significant effect on employee performance. Work engagement can play a role in improving employee performance based on several considerations. First, employees who have a sense of dedication in carrying out their tasks will improve work quality and foster discipline and a sense of responsibility within themselves (Lipman in Handayani et al., 2022). Second, employees who are passionate about their work will foster creativity (Bangun, 2012). This finding is also supported by other research results that show that if employees have high engagement in the company, it will lead to improved performance (Irmawati & Alifa, 2017).

POS and Customer Service Orientation (CSO)

POS has a positive and significant effect on CSO. POS can play a role in enhancing CSO. This can be seen from several considerations. First, an organization that cares about the well-being of its employees will ensure that employees provide maximum service to customers (Nurhayati & Atmaja, 2021). Second, organizations that are confident in leveraging their employees' potential allows employees to feel that the organization trusts them, enabling them to respond to customers appropriately (Walad et al., 2022). This finding shows that organizational support has great potential in encouraging the company's ability to direct employees to focus on creating value for customers (Aldabbas et al., 2023).

CSO and Employee Performance

CSO variable successfully improves employee performance. CSO can play a role in improving employee performance based on several considerations. First, employees who can provide maximum service to customers will improve the quality of work among employees

(Manggarani, 2018). Second, employees who can maintain good communication and provide timely responses will improve the quality of their work (Ardiyansyah, 2016). Third, the higher the workability and creativity of employees, the better the service provided and the better the communication between employees and customers (Dezar & Yuniawan, 2023). This finding proves that the more oriented towards customer service, the higher the employee performance will be (Wicaksono, 2019).

POS, Employee Performance and Work Engagement

Work engagement can mediate the relationship between POS and employee performance. POS mediated by work engagement can play a role in improving employee performance based on several considerations. First, an organization that cares about the well-being of its employees and provides fairness to all employees will foster high work enthusiasm and cultivate a sense of dedication among employees, thereby enhancing the quality of work and employees' sense of responsibility (Ledimo & Hlongwene, 2014). Second, organizations that harness their employees' potential and value their opinions will foster a sense of absorption in the employees, thereby enhancing their work capabilities and creativity (Suifan et al., 2018). Third, organizations that care about employee welfare will foster a sense of absorption in employees, thereby enhancing their discipline.

POS Employee Performance and CSO

CSO has proven to be a strong mediator. POS mediated by CSO can play a role in improving employee performance based on several considerations. First, an organization that cares about the well-being of its employees will have employees who provide maximum service to their customers, thereby improving the quality of work within the organization (Nurhayati & Atmaja, 2021). Second, an organization that harnesses the potential of its employees allows them to feel that the organization trusts them, enabling them to respond to customers accurately and maintain communication between employees and customers (Dezar & Yuniawan, 2023). This will enhance work capabilities and foster creativity among employees (Suifan et al., 2018). This

finding is in line with the research conducted by (Syavitri, et al., 2023) shows that the results of the research on customer service and organizational support together have a positive and significant impact on performance.

Conclusion and Recommendations

Based on the analysis above, several findings can be concluded as follows. First, POS, work engagement, and customer service orientation directly drive the improvement of employee performance at the Salatiga City savings and loan cooperative. The higher the work engagement and customer service orientation, the better the employee performance will be. The results of the testing between independent and dependent variables show that POS and customer service orientation at the structural level of employee performance are proven to be weak, so the influence between these variables is only small. Therefore, it is necessary to enhance perceived organizational support by caring for employees, providing fairness, and appreciating employees so that they feel satisfied with the work they have done, which can then boost their work spirit and subsequently improve employee performance (Diana & Agus, 2021). Additionally, the company should conduct monthly or quarterly evaluations so that any shortcomings or issues within the organization or among employees can be promptly resolved.

This research supports the Social Exchange Theory (SET) that employee involvement in aspects of social relationships can play a role in improving employee performance. This is evidenced by the role of work engagement in maintaining cooperation among employees. The strengthening of employee motivation towards work engagement is built by enhancing the relationship between employees and management, which is carried out by the company in the form of social support such as caring for employee welfare, and providing trust, and fairness to its employees. So that employees feel valued by the company they work for and it fosters work enthusiasm, responsibility, discipline, and work quality among employees. With that, the company and employees interact in a way that benefits both parties. Employees benefit from the support

provided by the company, and vice versa. Future research is recommended to use more samples from various other research objects that are more diverse to obtain more accurate research results and to make this research a Zghidi, A.B. & I. Zaiem. (2017). Orientasi layanan sebagai alat pemasaran strategis: efek moderasi dari sektor bisnis. *Competitiveness Review*, 27(1), 40-61.

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