

The Effect of Organizational Commitment, Perceived Organizational Support on Millennial Employee Performance through Employee Engagement as an Intervening Variable (Case Study of the Pandemic Era at PT Bank DKI City Hall Cluster, Central Jakarta)

¹ Bakti Rizki Purnama, ² Farida Elmi, ³ Erry Rimawan

¹Master of Management, Mercu Buana University, Indonesia.

Abstract

During the Covid-19 Pandemic, improving employee performance for companies engaged in the banking industry is very necessary to maintain the sustainability of the company. This research aimed to analyze the influence of organizational commitment, perceived organizational support of the millennial employee performance through employee engagement as an intervening variable. This research used quantitative methods with a causal study approach. The results of the research showed that organizational commitment affects perceived organizational support, employee engagement, and employee performance. Organizational support has an effect on employee engagement and employee performance. Employee engagement has an effect on organizational performance. PT Bank DKI City Hall cluster can improve employee performance by evaluating the level of employee participation and providing rewards for this participation to increase organizational commitment, provide clear directions or strategies, hold regular meetings, receive input and complaints, also provide support to increase perceptions of support organization, and increase the company's concern for its employees, and conduct promotional programs to increase employee engagement.

Keywords: Organizational Commitment, Perceived Organizational Support, Employee Engagement, Engagement Performance

Introduction

The determination of the Covid-19 virus as a global pandemic by the World Health Organization (WHO) on March 11, 2019 had a major impact on almost all sectors, especially the economic sector in the sustainability of work. In this current pandemic era, it is important for companies to maintain employee performance so that they are capable, competent, and have quality and quantity in doing their work. Employees with high performance, who play a dominant role in carrying out banking industry operations in achieving the goals that have been set, are employees who have good quality performance.

The millennial generation is a generation that grew up with technology and accustomed to use technology that makes the way of working more effective and efficient. The current pandemic condition is certainly a challenge for millennial generation employees to create innovations that can improve

performance. Therefore, their role is very much needed by the company to maintain the sustainability of the banking industry, especially PT Bank DKI Cluster Balaikota. But on the other hand, the highlight of Human Resource Management (HRM) in the millennial generation that there is a tendency for the millennial generation to want everything to be instant, impatient to go through the process and tend to have different organizational commitments from the previous generation.

Based on data from the performance results of PT Bank DKI City Hall Cluster in 2020 in the pandemic era, which was dominated by millennial generation employees, there was a decline. The decline in performance can be seen from the decrease in the realization of targets for both lending and TPF (Third Party Funds). This is certainly an important concern for PT Bank DKI City Hall Cluster in the current pandemic era to improve employee performance, especially the millennial generation, and respect all aspects of employees in order to create quality and superior-performing human resources, so that the targets that have been set can be achieved/increased.

It is important for the banking industry, especially PT Bank DKI City Hall Cluster to know the factors that can affect employee performance in the current pandemic era, including organizational commitment. Organizational commitment is described by the behavior of an employee who remains willing to carry out the tasks assigned to him for the sake of the company in the current pandemic era. This is an important concern for every banking industry where every banking industry that has millennial employees must think about how they can be fully committed to the company, because organizational commitment will have an impact on increasing or decreasing the performance of millennial generation employees. Employees who have high organizational commitment will always improve their performance [1]. [2] found that organizational commitment had a positive and significant effect on employee performance, while [3] found that organizational commitment had no significant effect on employee performance.

Basically, the performance of employees in a company will not be optimal without organizational support. Organizational support is the readiness of the organization to reward and meet the needs of employees both socially and emotionally so that employees feel valued for their contributions and believe that the company cares about their welfare [4]. perceived organizational support is an important factor that affects employee performance. [5] found that the better the perceived organizational support, the higher the employee's performance. This finding is reinforced by the results of research [6] which found that maximum employee performance can be achieved when perceived organizational support is at a high or positive level. Perception of organizational support also results in a response in the form of employee engagement level.

Employee engagement is a positive attitude that employees have and values in the company [7]. The success of the company is effected by employee engagement, employees who have high employee engagement or feel attached to the company will have a positive attitude and improve their performance. [8] found that employee engagement had a positive and significant effect on employee performance, while research from [9] found that employee engagement had no significant effect on employee performance. Based on the problems presented, the authors are encouraged to examine more deeply about "The Effect of Organizational Commitment, perceived organizational support on

Millennial Employee Performance through Employee Engagement as an Intervening variable (Case Study of the pandemic era at PT Bank DKI City Hall Cluster, Central Jakarta)".

Literature Review and Hypotheses Development

1. Organizational Commitment

Organizational commitment is a condition in which an employee sided with a particular organization with its goals and desires to maintain membership in the organization [10]. According to [11] organizational commitment is a concept that has three dimensions, namely affective, Continuous and normative commitment. According to [10] affective commitment can be seen from the employee's attachment to the company, the employee's willingness to serve the company, the employee's desire to have a career in the company. Continuous commitment can be seen from the attitude of employees who make the company proud of others, readiness to complete tasks outside working hours, readiness to carry out tasks as well as possible. Normative commitment can be seen from the willingness to be involved in every company activity, Awareness in carrying out duties and obligations, Priority of interests.

2. Perceived Organizational Support

Perceived organizational support refers to employees' perceptions of the extent to which the organization values contributions, provides support, and cares about their welfare. Perception of Organizational Support is the degree in which employees believe that the organization values its contribution and cares about the welfare of employees [12]. Perception of organizational support according to [13] consists of three dimensions, including employee welfare support, justice and superior support. Employee welfare support can be assessed from the company's concern for employee welfare, the company's concern for the comfort of the working environment, and the company's concern for employee job satisfaction. The dimension of justice can be assessed from a fair assessment of the contributions made, respect for existence, and fairness in opportunities for competency improvement. Superior support can be assessed from career development opportunities, responsive to subordinates' opinions and provide direction at work.

3. Employee Engagement

Employee engagement is a positive attitude that employees have towards the organization where they work and the values held by the organization [7]. According to [14] engagement is a positive thing, something related to work that has the characteristics of *vigor* (spirit), *dedication* and *absorption* (appreciation). The vigor dimension can be assessed from the employee's attitude which shows that the work carried out is full of meaning and purpose, the work provides challenges, and is full of enthusiasm when working. The dedication dimension can be assessed from the attitude of employees who show that work is able to inspire, and always survives at work, in the workplace always persists, even when things don't work properly, and mentally feels very strong in carrying out work. The absorption dimension can be seen from the attitude of employees who are difficult to get away from work, enjoy working time so that they feel that time passes quickly when working and feel dissolved in work.

4. Employee Performance

Performance is a result of work and work behavior achieved by employees in completing tasks and responsibilities within a certain time [15]. According to [13] performance is a description of the level of achievement of the implementation of a program of activities or policies in realizing the goals, objectives, vision and mission of the organization. Based on PT Bank DKI's KPI (2019), *employee performance* can be assessed from three dimensions, including building trust, working standards, focusing on stakeholders. The dimension of building trust can be seen from maintaining the principle of truth in accordance with applicable norms, ethics and regulations, action and responsible of behavior to maintain the bank's image, carrying out duties and responsibilities in a timely manner and daring to state facts as they are transparently and honestly. The dimensions of work standards can be seen from the attitude of employees who ensure that work results meet the standards that have been set, have the knowledge and skills to complete daily tasks and responsibilities according to words and actions. The stakeholder-focused dimension can be assessed from the attitude of employees who are polite in interacting with stakeholders, responsive in meeting stakeholder needs, and ensuring stakeholder expectations have been met.

5. Hypothesis Development

Moving on from the existence of a research gap in previous studies and based on the description of the previous theory, in Fig.1. showed a framework for explaining the research hypothesis.

According to [17] *organizational commitment* is the attitude of employees to remain in the organization and be involved in efforts to achieve the mission, values and goals of the organization. In line with research from [2] and [18] found that *organizational commitment* has a positive and significant effect on *employee performance*.

H1: There is a significant effect of *organizational commitment* on *employee performance*.

According to [17] *organizational commitment* is the attitude of employees to remain in the organization and be involved in efforts to achieve the missions, values and goals of the organization. In line with research from [19] and [20] organizational commitment has a significant effect on employee engagement.

H2: There is a significant effect of *organizational commitment* on *employee engagement*.

According to [21] *employee engagement* is an emotional commitment from employees to the company or organization and its goals so that it can provide the assumption that employees feel concerned about their work and responsibilities to the company. In line with research from [22] and [23] which state that *employee engagement* has a positive and significant effect on *employee performance*

H3: There is a significant effect of *employee engagement* on *employee performance*.

According to [24] which states that the existence of organizational support felt by employees will make employees work as well as possible and be committed to organizational goals. This is in line

with research from [25] and [26] which state that organizational support provided by the company to employees has a reciprocal relationship with the support provided by employees to the company, and this effected on employee organizational commitment.

H4: There is a significant effect of *organizational commitment* on *perceived organizational support*.

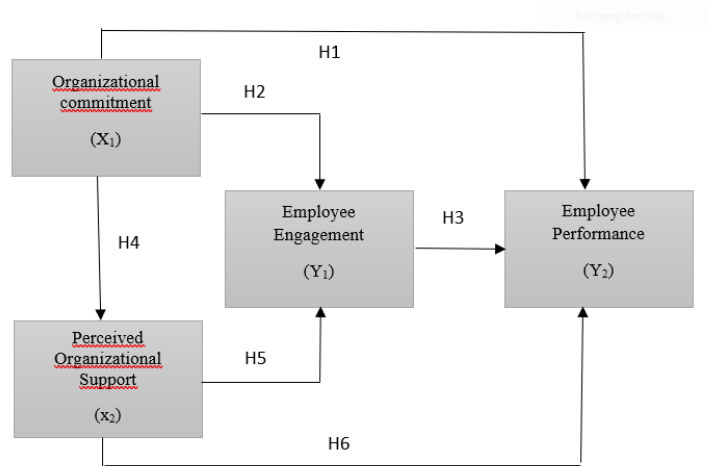
According to [12] states that *perceived organizational support* refers to employees' perceptions of the extent to which the organization values contributions, provides support, and cares about their welfare. In line with research from [27] which states that *Perceived organizational support* has a positive and significant effect on *employee engagement*.

H5: There is a significant effect of *perceived organizational support* on Employee Engagement.

According to [28] Employees form global perceptions regarding their assessment of the organization. In line with research from [29] which states that *perceived organizational support* has a positive and significant effect on *employee performance*.

H6: There is a significant effect of *perceived organizational support* on *employee performance*.

Figure 1. Thought Framework



Research Methods

This research is a quantitative research with a causal study approach to be able to state the cause, and effect relationship between variable X, namely *organizational commitment* and *perceived organizational support* with variable Y, namely *employee performance* (Y₂) through *employee engagement* (Y₁) as a mediating variable. The population in this study were employees of PT Bank DKI, amounting to 228 people. From this amount, the research sample was taken as many as 146 employees including the millennial generation at PT Bank DKI City Hall cluster. The data analysis technique used in this research was Structural Equation Modeling (SEM) analysis technique with Partial Least Square (PLS).

PLS (Partial Least Square) is another method to change from covariance-based SEM method to variance. PLS (Partial Least Square) is a causality prediction tool for theoretical development. Besides being used for theoretical development, PLS can also be used to explain whether there is a relationship between latent variables.

Result

1. Characteristics Descriptive Statistics

Table 1. Characteristics Descriptive Statistics

Category	Description	Percentage
Gender	Male	35%
	Female	65%
Age	< 21 Years old	0
	> 21 - 30 Years old	76%
	> 30 - 40 Years old	24%
	> 40 Years old	0
Work Period	1-5 Years	39%
	> 5 – 10 Years	41%
	>10 - 15 Years	20%
	> 15 Years	0

Based on Table 1 above, it shows that, descriptive statistics of characteristics in the gender category are dominated by women at 65%, descriptive statistics for characteristics in the age category are dominated by age > 21 – 30 years by 76% and descriptive statistics for characteristics in the category of work period are dominated by years of service with > 5 – 10 Years.

2. Measurement Model Evaluation (*Outer Model*)

Tabel 2: *Loading Factor, AVE, Composite Reability, And Cronbatch's Alpha*

Variable	Indicator	Loading Factor	AVE	Composite Reability	Cronbatch's Alpha
Organizational Commitment	Attachment to the company (X1.1)	0,825	0,539	0,903	0,878
	Willingness to serve the company (X1.2)	0,795			
	Desire to have a career in the company (X1.3)	0,823			
	Boasts the company (X1.4) Readiness to carry out the task as best as possible (X1.6)	0,840 0,824			
	Involvement in every company activity (X1.7)	0,774			

Variable	Indicator	Loading Factor	AVE	Composite Reability	Cronbatch's Alpha
	Awareness in carrying out duties and obligations (X1.8) Priority interests (X1.9)	0,858 0,823			
Perceived Organizational Support	The company's concern for the welfare of employees (X2.1)	0,854	0,549	0,907	0,882
	The company's concern for the work environment (X2.2)	0,863			
	A fair assessment of the contribution made (X2.4)	0,788			
	Company justice to employee satisfaction (X2.5)	0,775			
	Justice in an increased oppotunities of competency (X2.6)	0,805			
	Career development opportunities (X2.7)	0,844			
	Superior feedback on the opinion of subordinates (X2.8) Supervisor provides guidance in work (X2.9)	0,830 0,858			
Employee Engagement	Meaningful and purposeful work (Y1.1)	0,848	0,533	0,901	0,875
	Work provides challenges (Y1.2)	0,841			
	Workplace always feel full of energy (Y1.3)	0,760			
	Work can inspire (Y1.4)	0,862			
	Workplace always survive in any conditions (Y1.5)	0,858			
	It's hard to get away from work (Y1.7) Time flies fast at work (Y1.8) Doing work mentally feels tough (Y1.9)	0,753 0,817 0,821			
Employee Performance	Maintaining the principle of truth (Y2.1)	0,835	0,588	0,934	0,921
	Carrying out the task on time (Y2.3)	0,875			
	Transparent and honest (Y2.4)	0,897			
	Carrying out work according to procedures (Y2.5) Ensuring the result appropriate standard (Y2.6)	0,868 0,872			

Variable	Indicator	Loading Factor	AVE	Composite Reliability	Cronbatch's Alpha
	Having knowledge and skills (Y2.7)	0,806			
	Conformity between words and deeds (Y2.8)	0,855			
	Courtesy to stakeholders (Y2.9)	0,853			
	Responsive to stakeholders (Y2.10)	0,838			
	Ensuring stakeholder expectations are met (Y2.11)	0,853			

Table 3: Fornell-Larcker Criteria

	<i>Employee Engagement</i>	<i>Employee Performance</i>	<i>Komitmen Organisasional</i>	<i>Perceived Organizational Support</i>
Employee Engagement	0,730			
Employee Performance	0,641	0,747		
Organizational Commitment	0,490	0,657	0,734	
Perceived Organizational Support	0,579	-0,714	0,520	0,741

The first stage of validity is testing convergent validity by checking the loading factor value with the condition that the value is $> 0,7$ and the average variance extracted with the condition that the value is $> 0,50$ [30]. The loading factor which has a value of $\leq 0,7$ is excluded from the research model because its value does not meet the convergent, namely the *organizational commitment* variable with an indicator code of readiness to complete tasks outside working hours (X1.5), on the *perceived organizational support* variable with an indicator code of appreciation for existence (X2.3), the *employee engagement* variable with the indicator code often dissolves in work (Y1.6) and the *employee performance* variable with the indicator code behaves with full responsibility to maintain the bank's image (Y2.2). Next, based on Table 2, the AVE section already has an AVE value $> 0,50$. In conclusion, the research has met convergent validity.

The second stage of validity testing is the discriminant validity test through the square root value of AVE, which must have the largest construct value in its own group by looking at the Fornell-Larcker value [30]. Table 3 shows that the square root value of AVE has the largest construct value in its own group. The conclusion in this research is discriminantly valid.

Measurement of the reliability of a construct refers to the value of composite reliability and Cronbach's alpha, a reliable construct if the value is $> 0,7$ [28]. In conclusion, this research already has a reliable construct because it has a value $> 0,7$.

3. Structural Model Evaluation (*Inner Model*)

Table 4. Values of R^2 , Q^2 , and GoF

Konstruks	R^2	Q^2	GoF
Organizational Commitment	-		
Perceived Organizational Support	0,270	0,554	0,492
Employee Engagement	0,384		
Employee Performance	0,660		

The R^2 value of the *perceived organizational support* variable is 27% effected by the *organizational commitment* variable, the R^2 value of the employee engagement variable is 38,4% simultaneously influenced by the *organizational commitment* variable and the *perceived organizational support*, and the R^2 value of the *employee performance* variable is 66% effected by the *organizational commitment* variable, *perceived organizational support*, and *employee performance*.

The test of predictive relevance (Q^2) aims to validate the model. The Q^2 value in this research is 0,554, it means that this research model has strong predictive relevance (Q^2) because it has a Q^2 value > 0,35 [30].

The Goodness of Fit (GoF) value in this research is 0,492, meaning that the combined performance of the measurement model and the structural model has a large GoF because it has a GoF value > 0,36 [30].

Hypothetical value is shown in Table 5 using a significance value (two-tiled) t-value > 1,96 and a significance level of < 5% [30].

Table 5: Values of *Path Coefficient*, *t-Statistik* and *P-Values*

Hubungan Antar Konstruk	Original Sample (O)	t Statistics (O/STDEV)	P Values	Effect
Organizational Commitment -> Employee Performance	0.327	4.341	0.000	Significant
Organizational Commitment -> Employee Engagement	0.259	3.034	0.003	Significant
Employee Engagement -> Employee Performance	0.249	3.732	0.000	Significant
Organizational Commitment -> Perceived Organizational Support	0.520	7.046	0.000	Significant
Perceived Organizational Support ->	0.444	5.483	0.000	Significant

Employee Engagement				
Perceived Organizational Support -> Employee Performance	0.400	5.409	0.000	Significant

H1 accepted that there is significant effect *organizational commitment* to *employee performance* through path coefficient value of 0.327, 4.341 and the t-statistic p-value of 0.000. H2 accepted that there is a significant effect of *organizational commitment* on *employee engagement* through the path coefficient value = 0.259, t-statistic 3.034 and p-value 0.003. H3 accepted that there is a significant effect of *employee engagement* on *employee performance* through the path coefficient value of 0.249, t-statistic 3.732 and p-value = 0.000. H4 accepted that there is a significant effect of *organizational commitment* on *perceived organizational support* through the path coefficient value = 0.520, t-statistic 7.046 and p-value = 0.000. H5 accepted that there is a significant effect of *perceived organizational support* on *employee engagement* through the path coefficient value = 0.444, t-statistic 5.483 and p-value 0.000. H6 accepted that there is a significant effect of *perceived organizational support* on *employee performance* through the path coefficient value = 0.400, t-statistic 5.409 and p-value = 0.000.

Discussion

H1 is accepted. *Organizational commitment* has a significant effect on *employee performance*, this showed that the indicator of involvement in every company activity has the greatest effect on *employee performance*, it means that the better *organizational commitment* possessed by employees, it will have an effect on the performance of millennial generation employees at PT Bank DKI City Hall Cluster. According to [17] *organizational commitment* is the attitude of employees to remain in the organization and be involved in efforts to achieve the mission, values and goals of the organization. In line with research from [2] and [18] found that *organizational commitment* has a positive and significant effect on *employee performance*.

H2 is accepted. *Organizational commitment* has a significant effect on *employee engagement*, this showed that the indicator of involvement in each company activity has the greatest effect on *employee engagement*, it means that the better the *organizational commitment* possessed by employees, it will have an effect on *employee engagement* at PT Bank DKI City Hall Cluster. According to [17] *organizational commitment* is the attitude of employees to remain in the organization and be involved in efforts to achieve the mission, values and goals of the organization. In line with research from [19] and [20] *organizational commitment* has a significant effect on *employee engagement*.

H3 is accepted. *Employee engagement* has a significant effect on *employee performance*, this showed that the indicators of meaningful and purposeful work have the greatest influence on *employee performance*, it means that the better *employee engagement* possessed by employees, it will have an effect on the performance of millennial generation employees at PT Bank DKI City Hall Cluster. According to [21] *employee engagement* is an emotional commitment from employees to the company or organization and its goals so that it can provide the assumption that employees feel concerned about their work and responsibilities to the company. In line with research from [22] and [23] which state that

employee engagement has a positive and significant effect on *employee performance*.

H4 is accepted. *Organizational commitment* has a significant effect on *perceived organizational support*, this showed that the indicators of involvement in each company activity have the greatest influence on *employee performance*, it means that the better organizational commitment possessed by employees, it will have an influence on *perceived organizational support* at PT Bank DKI City Hall Cluster. According to [24] which states that the existence of organizational support felt by employees will make employees work as well as possible and be committed to organizational goals. This is in line with research from [25] and [26] which state that *perceived organizational support* provided by the company to employees has a reciprocal relationship with the support provided by employees to the company, and this has an effect on *employee organizational commitment*.

H5 is accepted. *Perceived organizational support* has a significant effect on *employee engagement*, this showed that the indicator of superiors providing direction at work has the greatest effect on *employee engagement*, it means that the better the *perceived organizational support* from each employee, it will have an influence on employee engagement at PT Bank DKI City Hall Cluster. According to [12] stated that *perceived organizational support* refers to employees' perceptions of the extent to which the organization values contributions, provides support, and cares about their welfare. In line with research from [27] which states that *perceived organizational support* has a positive and significant effect on *employee engagement*.

H6 is accepted. *Perceived organizational support* has a significant effect on *employee performance*, this showed that the indicator of superiors providing direction at work has the greatest effect on *employee performance*, it means the better the *perceived organizational support* felt by employees, it will have an influence on *employee performance*, especially millennial generation employees at PT Bank DKI City Hall Cluster. According to [28] Employees form global perceptions regarding their assessment of the organization. In line with research from [29] which states that *perceived organizational support* has a positive and significant effect on *employee performance*.

Conclusions and Suggestions

1. Conclusions

Organizational commitment affects *perceived organizational support*, *Employee Engagement*, and *employee performance*. *perceived organizational support* has an effect on *Employee Engagement* and *employee performance*. *Employee Engagement* has an effect on *organizational performance*. The increased of *organizational commitment* and *perceived organizational support* can increase *employee engagement* with the company. The increased of *employee engagement* will improve *employee performance*, especially the performance of millennial generation employees at PT Bank DKI City Hall Cluster.

2. Suggestions

2.1 Organizational Commitment

The results showed that *organizational commitment* significantly affects *employee performance*. In this era of the Covid-19 pandemic, PT Bank DKI City Hall cluster needs to continue to make efforts to improve employee performance, especially millennial generation employees by increasing employee organizational commitment. The indicator with the highest loading factor value is the willingness to be involved in every company activity. PT Bank DKI City Hall cluster can conduct periodic evaluations to see employee organizational commitment, by looking at the extent of employee participation in every company activity and providing awards or adding value to employees who have good organizational commitment, so that other employees will be motivated to work hard. increase their organizational commitment.

2.2 Perceived Organizational Support

The results showed that the *perceived organizational support* significantly affects *employee performance*. The indicator with the highest loading factor value is that superiors provide direction at work. This implies that to improve employee performance, especially millennial generation employees in the pandemic era, PT Bank DKI City Hall Cluster should focus more on efforts to build perceived organizational support by providing support, justice and respect for its employees, as well as superior support for its employees. In the current pandemic era, superior support is felt to be very important in providing direction or what strategy to do so that the given target is still achieved. Holding regular meetings both online and offline while still complying with health protocols and not only directives at work, but superiors are willing to accept input and complaints, as well as support to provide mental enthusiasm/motivation in order to increase employee morale in carrying out work in the midst of a pandemic and employees can feel the care that the company gives to him. Employees who feel they receive support, fairness and appreciation will be more enthusiastic in carrying out their assigned duties and responsibilities, so that this will have a good impact on the company.

2.3 Employee Engagement

Based on the results of the research indicate that *employee engagement* significantly affects *employee performance*. The indicator with the highest loading factor value is a meaningful and purposeful job. Employee engagement is very necessary because engaged employees can face the demands of their work well, especially in the era of the Covid-19 pandemic. PT Bank DKI City Hall cluster is expected to be able to maintain existing employee engagement, and increase the involvement of every employee even during the pandemic, by increasing the company's concern for its employees, such as the company understanding what goals they want to achieve (career achievement) or promotion, an employee needs passion to keep excited and has a reason to learn and progress. This will provide its own energy for employees in carrying out their duties and responsibilities, so that they can have a good impact on their performance.

From the results of this research, increasing *organizational commitment* and *perceived organizational support* can increase *employee engagement* with the company. The company's support, fairness, appreciation, and concern for employees are felt to be able to increase employee engagement with the company. With increased employee engagement, it will improve employee performance, especially the performance of millennial generation employees at PT Bank DKI City Hall cluster.

3. Limitations and Suggestions for Further Researchers

This study has limitations, including that this research was only conducted at PT Bank DKI City Hall cluster which is one of several main branch offices/clusters owned by PT Bank DKI located in Central Jakarta. The sample used is very limited, so that further research can use a wider sample and a wider range of research objects, such as all main branches/clusters located in Central Jakarta. In addition, there was limitations in obtaining data because this research was conducted under the conditions of the Covid-19 pandemic. For further research that interested in the same topic, it is recommended to add other variables such as the work environment, readiness to change and transformational leadership to sharpen the effect of employee performance in the Covid-19 pandemic era.

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