



## The Influence of Perceived Organizational Support on Employee Well-Being Mediated by Employee Engagement of PT. BPR Bali Dananiaga Employees

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### ABSTRACT

Employee well-being is a feeling of being appreciated by the company for their contribution which can increase employee dedication and performance. This study is to examine how employee engagement mediates the impact of perceived organizational support on employee well-being. 53 employees participated in the study, which was carried out at PT. BPR Bali Dananiaga using the census method. Data was gathered by means of surveys and interviews. Path analysis using SPSS version 25.0 was the data analysis method employed. The study's findings suggest that employee well-being is positively and significantly impacted by perceived organizational support. Employee well-being is positively and significantly impacted by employee engagement. Employee engagement is positively and significantly impacted by perceived organizational support. The relationship between perceived organizational support and employee well-being is somewhat mediated by employee engagement. This study strengthens Social Exchange Theory and can be an evaluation material for PT. BPR Bali Dananiaga in overcoming employee well-being problems.

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## **INTRODUCTION**

Human resources (HR) play a crucial role in maintaining the sustainability of the company's operations. Companies are unable to operate and achieve goals without quality human resources (Iswandi, 2021). Companies need to maintain quality and manage human resources to be able to face rapid competition.

The banking industry, namely the People's Economic Bank (BPR), is among the service sectors that show significant growth. BPRs are spread almost throughout Indonesia with the main goal of supporting local economic growth by providing easier credit for small businesses that do not get credit from commercial banks. PT. BPR Bali Dananiaga is a People's Economic Bank that has been operating in Denpasar, Bali, Indonesia since 1993 and is registered as an LPS participant and has an official license from the OJK. Fierce competition with similar companies encourages PT. BPR Bali Dananiaga to retain qualified employees. The quality of employees is not only determined by skills and knowledge, but is also influenced by the perception of the company's support. A high perception of support will increase employee attachment to the company which will ultimately improve employee well-being in the company. The well-being that employees feel in the company will affect the quality of services provided to customers and will have an impact on the company's reputation.

Welfare is one of the employees' rights to indirect rewards obtained as part of the organization (Purba, 2018). According to Sabil (2021), the welfare that the company provides is very meaningful because it can help meet the physical and mental needs of employees. Employees who feel well-being such as a supportive work environment will be more productive and contribute more to the company (Darmawan, 2023). Employees who feel well-being will also feel safer, comfortable, healthy, and happier when working at the company (Amri et al., 2022). According to Johari et al. (2018), employees with high welfare tend to show their dedication to the company, so it will have an impact on the company's work results and reputation.

Based on the results of the pre-survey conducted by distributing questionnaires to ten employees of PT. BPR Bali Dananiaga has indications of problems related to employee well-being. This is also supported by the results of a pre-survey with an interview method conducted with HRD and it is stated that currently most of the employees of PT. BPR Bali Dananiaga works not according to their skills and uses this job as a stepping stone to gain experience before getting a job that suits their desires, so they are less motivated to achieve future career goals in the company. In addition, employees also feel less connected to each other in the company environment, less financially secure with their current financial condition, and less secure when working in the company.

The theory of social exchange can be used to describe the phenomenon that occurs in PT. BPR Bali Dananiaga. This theory explains that there is a mutually beneficial and influencing relationship between individuals and organizations (Niza & Putra, 2024). In line with the core principle of social exchange theory that explains the employee's views regarding the extent to which the organization cares about its well-being and contribution (Eisenberger et al., 1986), this circumstance will increase employee attachment to the company

and affect employee well-being (Rasool et al., 2021). The exchange can be in the form of a perception of organizational support that employees feel.

POS can affect the well-being of employees in a company. POS is the perception felt by employees of appreciation for their contributions (Ramadhani, 2023). Individuals will be more motivated to achieve career goals and develop positive relationships when they experience POS (Hilfina & Putra, 2023). POS can be proof that the organization facilitates employees in the workplace.

Based on the statement that has been presented previously, POS affects employee well-being. This statement is supported by research conducted by Khian & Bernarto (2021) and Saputra et al. (2023) which states that there is a positive and significant relationship between POS and employee well-being. This means that the higher the POS felt by employees, the higher the employee well-being. In contrast to the research conducted by Setyoko et al. (2022) on non-profit organizations in the post-pandemic period, POS does not have a significant influence on employee well-being. This means that the presence or absence of POS cannot improve employee well-being in the company.

POS is also able to increase employees' sense of attachment to the company. Employees who feel the perception of organizational support through the establishment of a good relationship between the two parties will reciprocate the support with a high attachment to the company (Firnanda & Wijayati, 2021). Employee engagement is defined as employee attachment to the company as shown through positive responses, such as commitment, contribution, and involvement in the vision and mission set by the company (Cahyo & Prabowo, 2022). Employees who feel bound will be committed to meeting the company's expectations and show initiative to exceed set expectations (Noviardy & Aliya, 2020).

Research by Dawam et al. (2023) and Meidyntania & Frianto (2024) shows that POS has a favorable and significant impact on employee engagement, supporting the link between POS and employee engagement. This implies that employee engagement with the organization will increase in proportion to the POS that employees experience. It differs, although, from the findings of Kartikasari's (2018) study, which found that POS has a marginally favorable impact on employee engagement. Additionally, Wahyuni's (2019) research indicates that POS has no discernible impact on employee engagement. This implies that employee engagement cannot be raised by POS presence or absence.

According to research conducted by Rahman et al. (2020), it is stated that if employees feel high POS, their employee engagement with the company will increase. High employee engagement will affect employee well-being in the company. Based on the statement that has been presented earlier, employee engagement affects employee well-being and is influenced by POS.

## **LITERATURE REVIEW**

### ***Social Exchange Theory***

The theoretical basis that is the reference in this study is the Social Exchange Theory. This theory was first proposed by George C. Homans and expanded by Peter Blau (1964) stating that social exchange theory is a process of

giving and receiving between individuals and organizations, thus giving rise to an increasingly strong reciprocal relationship. Social exchange theory is stated as an interaction in which there are exchange activities, both material and non-material, with the aim of obtaining results (Hamida et al., 2020). The theory of social exchange states that companies that provide positive support to employees will be able to increase employee attachment which ultimately affects employee welfare, so that it can help the company in achieving goals (Wahab et al., 2018).

### ***Employee Well-Being***

Triany et al. (2023) defines employee well-being as the feeling that arises when receiving awards, both material and non-material from the company as a form of appreciation for their contributions. Employee well-being is also interpreted as a balance between the efforts given by employees and the compensation received, so that when an imbalance occurs, it will reduce employee well-being (Sabil, 2021). Companies have a responsibility to ensure that employees feel a healthy work environment and atmosphere (Rasool et al., 2021). Mohanty et al. (2023) also states that companies that pay attention to employee well-being will encourage positive employee contributions in improving company performance in the future.

### ***Perceived Organizational Support***

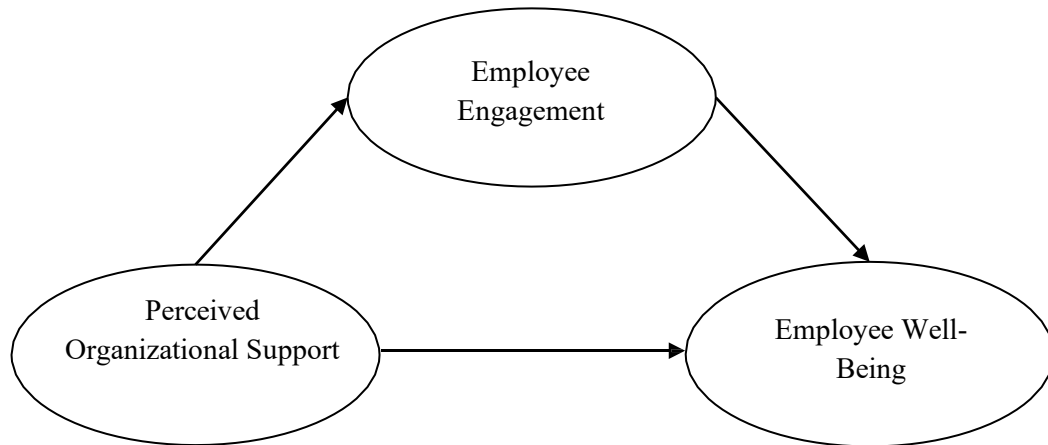
Ardita & Nugrohoseno (2023) stated that Perceived Organizational Support (POS) is an employee's view of the extent to which the company pays attention to welfare and appreciates its contribution. POS can be seen from the way companies treat their employees, such as compensation, promotions, career development, and decision-making involvement (Oubibi et al., 2022). Employees who feel POS will be more aware of themselves as part of the organization and develop positive relationships with their organizations (Sari, 2019).

### ***Employee Engagement***

Employee engagement is an attachment, commitment, and motivation of employees to their work which can be judged by their willingness to give their best and actively contribute to achieving the company's success (Sanjaya & Yanuar, 2023). Employee engagement can be judged from the state of employees who are able to carry out their duties wholeheartedly, involve mental and physical aspects, and build an emotional connection to their work (Lisabella & Hasmawaty, 2021). Employees with a high level of attachment to their work will work wholeheartedly, so it will provide benefits for the company (Fakhri et al., 2021).

### ***Conceptual Framework***

This study describes the relationship between POS and Employee Well-Being, with Employee Engagement acting as a mediating variable. In this research, POS serves as the exogenous variable (X), Employee Well-Being as the endogenous variable (Y), and Employee Engagement as the mediating variable (Z). Based on the theoretical framework and previous studies, the conceptual framework of this research is illustrated in Figure 1.



**Figure 1. Conceptual Framework**

### ***Research Hypothesis***

#### *The Effect of POS on Employee Well-Being*

POS has a favorable and considerable impact on employee well-being, according to research done by Rahman et al. (2020) on staff members of therapy and rehabilitation service providers in Dhaka, Bangladesh. This suggests that employee well-being will increase in proportion to the POS that employees experience. Khian & Bernarto (2021), Amri et al. (2022), Saputra et al. (2023), and Hilfina & Putra (2023) all reported similar results. The study's findings allow for the formulation of the following hypotheses:

**H1: POS has a positive and significant effect on employee well-being**

#### *The Effect of Employee Engagement on Employee Well-Being*

According to research by Hilfina & Putra (2023), PT. Danamas Insan Kreasi Andalan (DIKA) employees' well-being is positively and significantly impacted by employee engagement. This suggests that workers' sense of welfare increases with their amount of commitment to the organization. Research by Fadila & Uliani (2020), Elvis et al. (2022), Risanto & Suryani (2023), and Niza & Putra (2024) also supports these findings. The study's findings allow for the formulation of the following hypotheses:

**H2: Employee Engagement has a positive and significant effect on Employee Well-Being**

#### *The Effect of POS on Employee Engagement*

According to research on PT. BPR Bank Kertiawan employees by Dewi & Wibawa (2023), POS significantly and favorably affects employee engagement. This suggests that a high point-of-sale (POS) can boost employee engagement with the business. Results from Gemilang & Riana (2023), Septiani & Frianto (2023), Dawam et al. (2023), and Meidyntania & Frianto (2024) corroborate this study. The study's findings allow for the formulation of the following hypotheses:

**H3: POS has a positive and significant effect on Employee Engagement**

*The Effect of POS on Employee Well-Being Through Employee Engagement*

POS has a positive and considerable impact on employee engagement, and employee engagement has a favorable and significant impact on employee well-being, according to research by Rahman et al. (2020). This suggests that the relationship between POS and employee well-being can be mediated by employee involvement. Similar findings were reported in a study by Saputra et al. (2023), which found that employee involvement could somewhat moderate the association between POS and employee well-being. This indicates that workers' perceptions of organizational support have the potential to strengthen their bonds with the business, which may have an impact on workers' well-being. The study's findings allow for the formulation of the following hypotheses:

**H4: Employee Engagement mediates the influence of POS on employee well-being**

## RESEARCH METHODS

This study is causally associative and employs a quantitative methodology. Employee well-being (Y) is an endogenous variable, employee engagement (Z) is a mediating variable, and perceived organizational support (X) is an exogenous variable in this study. PT. BPR Bali Dananiaga, situated at Jalan Gatot Subroto Timur No. 332, East Denpasar District, Denpasar City, Bali Province, Indonesia 80237, is where this study was carried out. 53 employees of PT. BPR Bali Dananiaga served as the study's sample, which was selected using a total census/sampling technique. Surveys and interviews were used as the data collection strategy. The Likert scale, which was evaluated by validity and reliability testing, was used as the study instrument. Traditional assumption tests, path analysis tests, sobel tests, and VAF (Variance Accounted For) tests are examples of the analytical methods that were employed, including descriptive statistical analysis and inferential statistical analysis.

## RESEARCH RESULTS

Based on Table 1, it can be seen that the characteristics of the respondents in this study show that most of the respondents are in the age range of 26 - 30 years with a percentage of 34 percent. This indicates that the employees of PT. BPR Bali Dananiaga is dominated by individuals who are of productive age. Reviewed based on gender, employees of PT. BPR Bali Dananiaga is dominated by women with a percentage of 56.6 percent. This indicates that the number of employees with a financial or banking background tends to be higher than men. Based on the latest education level, employees with a bachelor's education background dominate with a percentage of 66 percent. This indicates that most of the employees of PT. BPR Bali Dananiaga has a level of education that is relevant to job needs. The characteristics of respondents based on working period were dominated by respondents who worked in the period of 1-5 years with a percentage of 43.4 percent. This suggests that most of the respondents are relatively new employees, whose loyalty and commitment to the company may not yet be fully established.

**Table 1. Respondent Characteristics**

No.	Information	Classification	Number (people)	Percentage (%)
1.	Age (years)	≤ 20	2	3,8
		21 - 25	15	28,3
		26 - 30	18	34
		31 - 35	4	7,5
		36 - 40	5	9,4
		≥ 41	9	17
<b>Sum</b>			<b>53</b>	<b>100</b>
2.	Gender	Male	23	43,4
		Female	30	56,6
<b>Sum</b>			<b>53</b>	<b>100</b>
3.	Education Level	High School	11	20,8
		Diploma Degree	3	5,7
		Bachelor's Degree	35	66
		Master's Degree	4	7,5
<b>Sum</b>			<b>53</b>	<b>100</b>
4.	Working Period (years)	< 1	9	17
		1 - 5	23	43,4
		6 - 10	10	18,9
		11 - 15	2	3,8
		> 15	9	17
<b>Sum</b>			<b>53</b>	<b>100</b>

Source: Primary Data Processed (2025)

**Table 2. Validity Test**

No	Variabel	Instrumen	Correlation Coefficient	Description
1.	Employee Well-Baing (Y)	Y1	0,853	Valid
		Y2	0,784	Valid
		Y3	0,770	Valid
		Y4	0,803	Valid
		Y5	0,778	Valid
2.	POS (X)	X1	0,738	Valid
		X2	0,877	Valid
		X3	0,765	Valid
		X4	0,687	Valid
3.	Employee Engagement (Z)	Z1	0,841	Valid
		Z2	0,816	Valid
		Z3	0,803	Valid

Source: Primary Data Processed (2025)

**Table 3. Reliability Test**

No.	Instrumen	Cronbach's Alpha	Information
1.	Employee Well-Baing (Y)	0,855	Reliabel
2.	POS (X)	0,768	Reliabel
3.	Employee Engagement (Z)	0,756	Reliabel

Source: Primary Data Processed (2025)

As demonstrated by correlation coefficient values of  $> 0,3$ , Table 2 demonstrates that every study variable instrument satisfies the validity test standards. According to Table 3 reliability test findings, every instrument has Cronbach's Alpha values of at least 0.06 or higher. This suggests that every tool is trustworthy and suitable for use in predictive analysis.

**Table 4. Description of Respondents' Answers to Employee Well-Being**

No.	Statement	Respondents' Answers					Average	Criterion
		Proportion (people)						
		1	2	3	4	5		
Y1	I feel the development of work in the company	2	6	24	12	9	3,38	Moderate
Y2	I have a supportive relationship within the company environment	0	9	19	14	11	3,51	Moderate
Y3	I feel financially secure with my current financial condition	3	13	20	13	4	3,04	Moderate
Y4	I feel that my physical condition is capable of getting the job done	0	6	19	20	8	3,57	High
Y5	I feel safe at work	1	5	22	15	10	3,53	High
<b>Rata-rata Total Employee Well-Being</b>							<b>3,40</b>	<b>Moderate</b>

Source: Primary Data Processed (2025)

Based on Table 4, it shows that the average respondent answer score from five statements regarding the employee well-being variable is 3.40 which is included in the sufficient criteria. This score indicates that employees feel that their well-being in the company is at a moderate or not very high level. This means that some employees feel that their welfare is adequate, but there are still employees who do not feel well-being.

**Table 5. Description of Respondents' Responses to POS**

No.	Statement	Respondents' Answers					Average	Criterion
		Proportion (people)						
		1	2	3	4	5		
X1	I feel treated fairly in the division of tasks in the company	2	6	19	16	10	3,49	High
X2	I was always given help by my boss when I faced difficulties at work	1	11	18	14	9	3,36	Moderate
X3	I always get rewards from the company for my performance	2	13	19	12	7	3,17	Moderate
X4	I feel comfortable when performing tasks in a work environment	0	5	19	22	7	3,58	High
<b>Average Total POS</b>							<b>3,40</b>	<b>Moderate</b>

Source: Primary Data Processed (2025)

Based on Table 5, it shows that the average respondent answer score from four statements regarding the POS variable is 3.40 which is included in the sufficient criteria. This score indicates that the staff of PT. BPR Bali Dananiaga has felt the perception of sufficient support from the company, but it is not fully optimal where there is still room for improvement and strengthening the support provided by the company so that it is equally felt by all employees.

**Table 6. Description of Respondents' Responses to Employee Engagement**

No.	Statement	Respondents' Answers					Average	Criterion
		Proportion (people)						
		1	2	3	4	5		
Z1	I was able to work for long periods of time without feeling mentally exhausted	3	8	24	14	4	3,15	Moderate
Z2	I feel proud of the work I do every day at the company	1	12	13	18	9	3,42	High
Z3	I have a high concentration in work	1	8	16	19	9	3,51	High
<b>Total Average Employee Engagement</b>							<b>3,36</b>	<b>Moderate</b>

Source: Primary Data Processed (2025)

Based on Table 6, it shows that the average respondent answer score from three statements regarding the employee engagement variable is 3.36 which is included in the sufficient criteria. This score indicates that employees of PT. BPR Bali Dananiaga is quite attached to the company which is shown through participation and commitment in work, but it is not fully optimal.

**Table 7. Normality Test (One-Sample Kolmogorov-Smirnov)**

Persamaan	Asymp. Sig. (2-tailed) Kolmogorov- Smirnov
Sub-structural 1	0,062
Sub-structural 2	0,200

Source: Primary Data Processed (2025)

Sub-Structural Model 1 has an Asymp. Sig. (2-tailed) value of 0,062, while Sub-Structural Model 2 has a value of 0,200, according to the findings of the normalcy test in Table 7. It is possible to conclude that the data in this study are normally distributed because both values are bigger than 0.05. According to Table 8, none of the exogenous variables have a VIF value more than 10 or a tolerance value less than 0. Consequently, there are no multicollinearity problems with the regression model used in this investigation.

**Table 8. Multicollinearity Test (Tolerance and Variance Inflation Factor)**

Model		Collinearity Statistics	
		Tolerance	VIF
Sub-structural 2	POS	0,331	3,018
	Employee Engagement	0,331	3,018

Source: Primary Data Processed (2025)

Table 9 shows that each model has a significance value greater than 0,05. This indicates that the exogenous variables used in this study do not affect the absolute residuals, meaning that the research model is free from heteroscedasticity symptoms and is therefore suitable for predictive analysis.

**Table 9. Heteroscedasticity Test (Glejser Test)**

Equation	Model	t	Sig.
Sub-structural 1	POS	-1,373	0,176
Sub-structural 2	POS	-0,673	0,504
	Employee Engagement	0,912	0,366

Source: Primary Data Processed (2025)

This study used Sub-Structural Model 1 to formulate the impact of POS on employee engagement. The path analysis test results for the regression model in Sub-Structural Model 1 are shown below.

Se = 0,067                      R<sup>2</sup> = 0,669  
 Beta = 0,818                      F = 102,942  
 t = 10,146                      Sig. F = 0,000  
 Sig.t = 0,000

Source: Primary Data Processed (2025)

Based on the Sub-structural pathway 1 study results, which show that  $Z = 0.818X$ . The POS variable has a coefficient value of 0.818, according to the equation. This demonstrates that POS positively affects employee engagement, meaning that when POS rises, so will employee engagement, and vice versa. Sub-Structural Model 2 formulates the relationship between POS and employee engagement and employee well-being. The path analysis test results for the regression model in Sub-Structural Model 2 are shown below.

POS	Employee Engagement		
Se = 0,130	Se = 0,157	R <sup>2</sup> = 0,817	
Beta = 0,573	Beta = 0,373	F = 111,639	
t = 5,451	t = 3,551	Sig. F = 0,000	
Sig.t = 0,000	Sig.t = 0,001		

Source: Primary Data Processed (2025)

According to the results of the Sub-structural route 2 study, which are  $Y = 0.573X + 0.373Z$ . The POS variable has a coefficient value of 0.573, according to the equation. This demonstrates that POS positively affects employee well-being, indicating that as POS rises, so will employee well-being. The coefficient value for the employee engagement variable is 0.373. This demonstrates the positive relationship between employee engagement and well-being, meaning that as engagement rises, so will well-being.

POS had a 0.573 direct impact on worker well-being. There was a 0.373 direct correlation between employee engagement and well-being. POS has a 0.818 impact on employee engagement. Using employee involvement as a mediator, the indirect impact of POS on worker well-being was  $0.818 \times 0.373 =$

0.305. The effect as a whole was 0.878. The entire determination coefficient value, as calculated, came out to be 0.940. Thus, it can be concluded that POS and employee engagement factors have a direct and indirect impact on 94% of the employee well-being variables at PT. BPR Bali Dananiaga. Other factors that were either outside or not part of the research model had an impact on the remaining 6%.

**Table 10. Direct and Indirect Influences Between Variables**

Effect between Variables	Direct Effect (Beta)	Indirect Effects through Z	Total Effect	Sig.	Description
X → Y	0,573	0,305	0,878	0,000	Significant
Z → Y	0,373		0,373	0,001	Significant
X → Z	0,818		0,818	0,000	Significant

Source: Primary Data Processed (2025)

## DISCUSSION

### *The Effect of POS on Employee Well-Being*

The findings of the hypothesis test regarding the impact of POS on employee well-being indicate that PT. BPR Bali Dananiaga's employees' well-being is positively impacted by POS. This implies that employee well-being will increase in proportion to the POS that PT. BPR Bali Dananiaga experiences, and vice versa. The results of this study demonstrate that PT. BPR Bali Dananiaga employees' perceptions of POS and well-being fall into the sufficient group. The findings of this study are consistent with the notion of social exchange, which holds that reciprocity is the foundation of relationships between people and organizations. These results are also supported by research conducted by Rahman et al. (2020), Khian & Bernarto (2021), Amri et al. (2022), Saputra et al. (2023), and Hilfina & Putra (2023).

### *The Effect of Employee Engagement on Employee Well-Being*

The findings of the hypothesis test about the relationship between employee engagement and well-being indicate that PT. BPR Bali Dananiaga's employees' well-being is positively impacted by employee engagement. This indicates that employee well-being is increasing in tandem with increased staff involvement with PT. BPR Bali Dananiaga, and vice versa. The results of this study demonstrate that PT. BPR Bali Dananiaga employees' perceptions of their well-being and level of engagement fall into the sufficient group. The findings of this study are consistent with the notion of social exchange, which holds that reciprocity is the foundation of relationships between people and organizations. These results are also supported by research conducted by Fadila & Uliani (2020), Elvis et al. (2022), Hilfina & Putra (2023), Risanto & Suryani (2023), and Niza & Putra (2024).

### *The Effect of POS on Employee Engagement*

PT. BPR Bali Dananiaga's employee engagement is positively impacted by POS, according to the findings of a hypothesis test on the subject. This implies

that staff involvement will increase in proportion to the POS that PT. BPR Bali Dananiaga experiences, and vice versa. According to the study's findings, PT. BPR Bali Dananiaga's POS and employee engagement fall under the sufficient category. The findings of this study are consistent with the notion of social exchange, which holds that reciprocity is the foundation of relationships between people and organizations. These results are also supported by Gemilang & Riana (2023), Septiani & Frianto (2023), Dawam et al. (2023), Dewi & Wibawa (2023), and Meidyntania & Frianto (2024).

### ***The Effect of POS on Employee Well-Being Through Employee Engagement***

Employee engagement can moderate the impact of POS on PT. BPR Bali Dananiaga's employees' well-being, according to the findings of the hypothesis test on the relationship between POS and employee well-being. This indicates that PT. BPR Bali Dananiaga's high POS is able to raise staff engagement with the business. Employee well-being inside the organization can be enhanced via high employee engagement. A partial mediation can be mediated by employee involvement. This demonstrates that in addition to POS's direct impact on workers' well-being, some of that impact is also transmitted through worker involvement. The results of this study are in line with the theory of social exchange which states that the relationship between individuals and organizations is built on a basis of reciprocity. These results are also supported by Rahman et al. (2020) and Saputra et al. (2023).

### **CONCLUSION AND RECOMMENDATION**

A number of inferences may be made from the research's findings, including the fact that POS significantly and favorably affects PT. BPR Bali Dananiaga employees' well-being. The well-being of PT. BPR Bali Dananiaga personnel is positively and significantly impacted by employee engagement. PT. BPR Bali Dananiaga's employee engagement is positively and significantly impacted by POS. The impact of POS on PT. BPR Bali Dananiaga employees' well-being can be partially mitigated by employee engagement.

Based on the conclusions of this study, there are several suggestions that can be used as considerations, namely in an effort to improve employee well-being. PT. BPR Bali Dananiaga needs to consider adjustments to the system of providing additional incentives based on performance. The provision of these incentives is able to make employees feel appreciation for their contributions to the company and are able to increase their sense of financial security. In addition, companies also need to develop a clear career path, provide training programs, and open up job promotion opportunities based on employee performance evaluation. This can make employees feel that they have the opportunity to grow and develop within the company and increase employees' perception that there is career development in the company.

In an effort to improve POS, PT. BPR Bali Dananiaga needs to increase the involvement of superiors in helping or accompanying employees when facing difficulties at work which can be done through coaching, mentoring, or strengthening two-way communication between superiors and subordinates. In addition, PT. BPR Bali Dananiaga also needs to pay attention to a more structured

reward system, such as providing incentives, recognition, promotions, and training based on employee performance.

In an effort to increase employee engagement, PT. BPR Bali Dananiaga needs to pay attention to the vigor of employees because most of the employees of PT. BPR Bali Dananiaga is still mentally exhausted when carrying out his work. The PT. BPR Bali Dananiaga is advised to implement policies that pay more attention to the balance between workload and employee capacity so as not to cause excessive pressure and create a work environment that supports mental health, including a positive work atmosphere and open communication.

### ADVANCED RESEARCH

For further research, it is hoped that it will be able to add other variables that have the potential to affect employee well-being in addition to POS and employee engagement. In addition, further research is also expected to be able to expand the scope of research which is not only limited to PT. BPR Bali Dananiaga so that research is more varied and relevant for various types of organizations or other industrial sectors.

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