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The Influence of Perceived Organizational Support on Employees' Proactive Work Behavior at Bank 9 Jambi: Mediated by Work Enthusiasm and Work Engagement

Santi Mala¹, Unang Toto Handiman²

¹Sekolah Tinggi Ilmu Ekonomi Bhakti Pembangunan, Jakarta, Indonesia, santimala.4323@gmail.com

²Sekolah Tinggi Ilmu Ekonomi Bhakti Pembangunan, Jakarta, Indonesia,
unang.toto.handiman.se@gmail.com

Corresponding Author: unang.toto.handiman.se@gmail.com²

Abstract: Bank 9 Jambi is a business unit owned by the Regional-Owned Enterprise (BUMD) of Jambi Province. Given that human resource development is pivotal to the province's regional development and considering the bank serves diverse customer segments ranging from individuals to businesses a proactive work attitude is essential. This study aims to analyze the impact of Perceived Organizational Support (POS) on proactive work behavior, both directly and indirectly through employee work spirit and work engagement at Bank 9 Jambi. The study population consists of 172 Bank 9 Jambi employees; the sample size was determined using Slovin's formula with a 5% margin of error, resulting in a sample of 120 individuals. A quantitative approach utilizing a survey method and Partial Least Square (PLS) data analysis was employed. The findings conclude that POS has a positive and significant influence on proactive work behavior, both directly and indirectly through employee work spirit and work engagement. This indicates that organizational support boosts employee work spirit and engagement, thereby fostering proactive work behavior. Employees who perceive care, appreciation, and support from the organization tend to exhibit greater work enthusiasm, driving them to take initiative, seek opportunities for improvement, and contribute more significantly to the achievement of organizational goals.

Keywords: Perceived Organizational Support, Work Enthusiasm, Work Engagement, Proactive Work Behavior

INTRODUCTION

Human resources (HR) are a strategic asset that determines an organization's success in achieving its goals, both in the public and private sectors, as HR serves as the primary driver of organizational functions in an effective and efficient manner (Hasibuan, 2022). Organizations that position HR management as part of their core strategy have proven to be more capable of surviving and thriving amid the challenges of a dynamic business environment (Dessler, 2020). This condition also applies to the banking industry, including

PT Bank Pembangunan Daerah Jambi (Perseroda), or Bank 9 Jambi, which as a Regional-Owned Enterprise is required to serve diverse customer segments in an adaptive and responsive manner. In this context, proactive work behavior namely, employees' tendency to take initiative, anticipate problems, and seize opportunities without waiting for instructions (Chen et al., 2019; Martínez-Córcoles & Zhu, 2020; Otto et al., 2019) has become an urgent necessity, as proactive employees enable banking organizations to adapt more quickly to change and respond more effectively to customer needs (Nabila & Ratnawati, 2020). However, preliminary observations at Bank 9 Jambi indicate the opposite: employees tend to exhibit reactive work patterns, waiting for superiors' instructions and responding slowly to changes in service procedures, as reflected in the declining trend in target achievement among account officers and in Credit Card (CCR) performance over the past five years. This gap between the theoretical importance of proactive behavior and the low level of proactivity observed in practice underlies the urgency of this research.

Conceptually, the human resource management literature has extensively identified Perceived Organizational Support (POS) as one of the primary antecedents of employee work behavior, including proactive work behavior. The meta-analysis by Kurtessis et al. (2017) confirms that perceived organizational support encourages employees to reciprocate through positive work attitudes and behaviors, consistent with the principle of reciprocity norm in social exchange theory. A number of studies have also demonstrated the direct effect of POS on proactive behavior, both explicitly (Fan et al., 2022; H. Zhang et al., 2022) and implicitly through closely related constructs, such as proactive personality and creativity (Akgunduz et al., 2018; Maan et al., 2020). However, the majority of these studies tend to model POS as a single predictor that is directly associated with work behavior, without adequately elucidating the psychological mechanisms that mediate this relationship a conceptual gap that limits our understanding of how, and not merely whether, organizational support generates proactivity.

When mediation mechanisms are indeed included, previous studies have generally examined only one psychological variable in isolation. Some studies focus on work engagement as a mediator—for example, Bonaiuto et al. (2022) and Aldabbas et al. (2023), who show that POS increases work engagement, while Canboy et al. (2023) emphasize the role of POS in building emotional attachment and employee work enthusiasm in multinational environments. On the other hand, other studies focus on work enthusiasm independently (Jesi & Sentoso, 2023) without linking it to work engagement within the same model. In fact, empirically, the findings regarding the strength of POS's influence on work behavior are not always consistent; S. Zhang & Chen (2022), for instance, found that organizational support only has a significant effect when employees perceive the work environment as fair and transparent, whereas Caesens et al. (2019) and Satwika et al. (2025) highlight that weak work engagement can drastically reduce employees' psychological energy and proactive drive. These inconsistent findings suggest the existence of intervening variables that have not yet been fully and simultaneously integrated within a single research model, meaning that the dual mechanisms between organizational support and proactive behavior have not been comprehensively mapped.

This gap becomes even more evident when viewed from the empirical context. Studies linking POS with proactive behavior have thus far been largely conducted in the hospitality sector (Akgunduz et al., 2018), nursing in China (H. Zhang et al., 2022), start-up companies (Martínez-Córcoles & Zhu, 2020), and multinational corporations in Europe (Canboy et al., 2023), while in the Indonesian context, they have more frequently targeted nationally scaled transportation and electricity companies (Mumpuni & Wiwik Handayani, 2024; Nabila & Ratnawati, 2020). Regional development banks (BPD), as regional-owned enterprises (BUMD) with distinct organizational characteristics and work cultures combining banking

business orientation with regional development missions remain relatively infrequently employed as objects of empirical research on POS and proactive behavior, meaning that the generalizability of theories to this context remains largely untested.

Based on these conceptual, empirical, and contextual gaps, this study offers a novelty (state of the art) by integrating work enthusiasm and work engagement simultaneously as dual mediation mechanisms that bridge the effect of Perceived Organizational Support on proactive work behavior, grounded in social exchange theory (Kurtessis et al., 2017) and job demands-resources theory (Bakker & Demerouti, 2017; Schaufeli & Bakker, 2004). This approach differs from previous studies, which have tended to examine the direct effect of POS or involve only a single mediating variable in a partial manner, thereby enabling this study to provide a more comprehensive picture of both the direct and indirect pathways from organizational support to employee proactivity. This novelty is further reinforced by the selection of Bank 9 Jambi as the research object a regional development bank that has not been extensively explored in the organizational behavior literature so that the research findings are expected to enrich theoretical generalization while also offering contextual contributions to human resource management in the regional banking sector.

Based on the foregoing explanation, this study aims to analyze the effect of Perceived Organizational Support on proactive work behavior among employees of Bank 9 Jambi, both directly and indirectly through work enthusiasm and work engagement. More specifically, this study aims to: (1) analyze the effect of Perceived Organizational Support on employee work enthusiasm; (2) analyze the effect of Perceived Organizational Support on employee work engagement; (3) analyze the effect of Perceived Organizational Support on employee proactive work behavior; (4) analyze the effect of work enthusiasm on employee proactive work behavior; (5) analyze the effect of work engagement on employee proactive work behavior; (6) analyze the effect of Perceived Organizational Support on proactive work behavior through work enthusiasm; and (7) analyze the effect of Perceived Organizational Support on proactive work behavior through work engagement.

METHOD

This study employs a quantitative approach with a survey design to examine the effect of Perceived Organizational Support (POS) as an exogenous variable on proactive work behavior as an endogenous variable, mediated by work enthusiasm and work engagement as intervening variables. Model testing was conducted using the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach, a variance-based statistical analysis method that combines factor analysis, regression analysis, and path analysis within a single simultaneous model (Hair et al., 2014). PLS-SEM was chosen because it is capable of adequately explaining construct variance, maintains sufficient statistical power even with a relatively limited sample size, and can handle complex structural models with multiple inter-construct relationships without imposing many assumptions regarding data distribution, unlike covariance-based SEM approaches (Ghozali & Latan, 2015; Hair et al., 2014).

The population of this study comprised all employees of Bank 9 Jambi's Head Office, totaling 172 people. The sample size was determined using the Slovin formula with a margin of error of 5%, yielding a minimum sample size of 120.28, which was then rounded up to 120 respondents (Sugiyono, 2021). This approach was chosen because it is capable of producing a sample size that is representative of the population with a statistically justifiable level of precision, while also being efficient to apply to a population whose exact size is known, where the sample constitutes a subset of the population investigated as the actual data source in the research (Arikunto, 2014).

This study involves four main variables that are interrelated within a single mediation model. Perceived Organizational Support is positioned as the independent variable, reflecting the extent to which employees perceive that the organization values their contributions and cares about their well-being, and is measured through indicators of fairness, supervisory support, and rewards and working conditions (Kurtessis et al., 2017; Shanock et al., 2019). Work enthusiasm and work engagement are positioned as intervening variables that mediate this relationship; work enthusiasm is measured through indicators of enthusiasm, perseverance, initiative, responsibility, and goal achievement orientation, while work engagement is measured through three main dimensions, namely vigor, dedication, and absorption (Schaufeli & Bakker, 2004). Meanwhile, proactive work behavior is positioned as the dependent variable, measured through indicators of taking initiative without waiting for instructions, the ability to identify opportunities for work improvement, the courage to convey innovative ideas, anticipatory efforts toward problems, and involvement in work-related changes (Wu & Parker, 2017). All variable indicators were measured using a five-point Likert scale that had been tested for validity and reliability prior to being used in further data analysis.

The collected data were analyzed through two stages. The first stage was descriptive statistical analysis, used to describe the tendency of respondents' perceptions of each research variable based on the comparison between the actual scores and the ideal scores of respondents' answers. The second stage was inferential analysis using PLS-SEM, conducted through three main phases, namely model specification, evaluation of the measurement model (outer model), and evaluation of the structural model (inner model) (Hair et al., 2014). The outer model evaluation was carried out through testing of convergent validity, discriminant validity, and internal consistency reliability, to ensure that each indicator validly and reliably reflected its latent construct (Ghozali & Latan, 2015; Sarstedt et al., 2017). Meanwhile, the inner model evaluation was conducted by examining collinearity among latent variables, coefficients of determination (R^2), effect sizes (f^2), predictive relevance (Q^2), as well as path coefficients to assess the strength and direction of relationships among constructs (Hair et al., 2014; Sarstedt et al., 2017).

RESULT AND DISCUSSION

Respondent Characteristics

An initial understanding of respondent characteristics is an important step in comprehensively analyzing the results. The characteristics of the respondents need to be presented to provide an initial understanding of the profile of the employees who participated, so that the research findings can be interpreted in a more contextual manner. The respondent characteristics in this study, which include gender, age, educational level, and length of service, can provide in-depth insight into how employees perceive and have expectations of the company. The following presents a detailed description of the respondent characteristics involved in this study:

Table 1. Respondent Characteristics

Profile	Information	Frequency	Ratio (%)
Gender	Male	80	66.7
	Female	40	33.3
Amount		120	100
Age Group (Years)	< 25	1	0.8
	25 - 35	67	55.8
	36 - 45	40	33.3
	> 45	12	10.0
Amount		120	100
Education	Diploma	5	4.2

Profile	Information	Frequency	Ratio (%)
	Bachelor's Degree	96	80
	Master's Degree	19	15.8
Amount		120	100
Years of Service	< 5	17	14.2
	5 – 10	49	40.8
	11 – 15	34	28.3
	16 – 20	12	10.0
	> 20	8	6.7
Amount		120	100

Source: Processed primary data (2026)

Description of Research Variables

Analisis statistik deskriptif dalam penelitian ini bertujuan untuk memberikan gambaran rinci mengenai karakteristik setiap variabel yang diamati berdasarkan jawaban responden terhadap kuesioner berskala Likert.

Table 2. Description of Research Variables

No	Variable	Score	Range	Conclusion
1.	Y Proactive Work Behavior	449.2	408–503.9	Tall
2.	X_Perceived Organizational Support	448.4	408–503.9	Good
3.	M1_Work Enthusiasm	450.6	408–503.9	Tall
4.	M2_Work Engagement	452,7	2.502,4 – 3.091,1	Tall

Source: Questionnaire data processing results (2025).

Data Analysis Results

a. Measurement Model Test

The assessment of the outer model in PLS-SEM analysis using SmartPLS 3.0 encompasses three key aspects: convergent validity, discriminant validity, and composite reliability. The test results reveal the following findings:



Figure 1. Initial Outer Model

Based on Figure 1 above, it can be observed that several indicators have outer loading values below 0.7, both among indicators of the variables and among those of the dimensions, indicating that these indicators have low validity and therefore must be eliminated, followed by re-estimation until all indicators are declared valid. The results of the convergent validity testing after the re-estimation are presented in the following figure.



Figure 2. Final Stage Outer Model

After performing two re-estimations by eliminating (dropping) indicators with values below the standard, the results were obtained as shown in Figure 2 above. In these results, all indicators appear to have met the rule of thumb, meaning that each indicator has a value above the specified standard of 0.7. Based on these results, it can be stated that all indicators used to construct the model in this study are declared valid.

1) Convergent Validity

Convergent validity refers to the loading factor values for the latent variables and their respective measures. In addition to the information shown in Figure 2 above, the results of this validity test can also be observed in Table 3 below:

Table 3. Final-Stage Outer Loadings

Variable	Indicator Code	Outer Loading	Dimensions	Outer Loading	
				Dimensions	Indikator
Proactive Work Behavior (Y)	Y_1	0.806	Proactive task (PKP_1)	0.903	0.811
	Y_2				0.771
	Y_4	0.801			0.827
	Y_5				0.749
	Y_6	0.796	Personal initiative (PKP_2)	0.969	0.814
	Y_7	0.752			0.763
	Y_8	0.814			0.802
	Y_9	0.810			0.819

Variable	Indicator	Outer	Dimensions	Outer Loading
	Y_10			0.729
Perceived Organizational Support (X)	X_1	0.744	Fairness (POS_1)	0.939
	X_2	0.755		0.754
	X_3	0.751		0.809
	X_4	0.730		0.803
	X_5	0.720	Supervisor Support (POS_2)	0.898
	X_6	0.795		0.807
	X_7			0.796
	X_8			0.832
	X_9	0.786	Organizational Rewards and Job Condition (POS_3)	0.707
	X_10	0.759		0.727
	X_12	0.811		0.848
				0.889
Work Enthusiasm (M1)	M1_2	0.912	Work productivity (SK_1)	0.805
	M1_3	0.710		0.924
	M1_4	0.731		0.861
	M1_5	0.935	Attendance rate (SK_2)	0.961
	M1_6			0.793
	M1_7			0.817
	M1_9		Peace of mind at work (SK_2)	0.929
	M1_10	0.795		0.918
				0.787
				0.766
Work Engagement (M2)	M2_1		Actively participate in the work (KK_1)	0.802
	M2_3			0.770
	M2_4			0.859
	M2_5	0.760	Prioritizing work (KK_2)	0.872
	M2_6	0.892		0.785
	M2_7	0.738		0.708
	M2_9	0.907	Viewing their work as something important (KK_3)	0.875
	M2_10	0.798		0.819
				0.886
				0.731

Source: SmartPLS 3 output (2026).

2) Research Reliability Testing

The reliability testing in this study aims to evaluate internal consistency reliability. The general criterion for evaluating internal consistency is Cronbach's alpha. This criterion provides an estimate of reliability based on the inter-correlations among the indicators of the observed variables. It can be used as a more conservative measure of internal consistency reliability. Due to the limitations of this criterion, it is technically more appropriate to apply a different measure of internal consistency reliability, namely composite reliability. This reliability measure takes into account the different outer loadings of the variable indicators. In general, composite reliability is interpreted in the same manner as Cronbach's alpha. Specifically, composite reliability values between 0.60 and 0.70 are acceptable in exploratory research, while values between 0.70 and 0.90 can be considered satisfactory (Hair et al., 2014).

Table 4. Cronbach's Alpha and Composite Reliability Values

Variable	Dimensions	Cronbach's Alpha		Cronbach's Alpha		Statement
		Variable	Dimensions	Variable	Dimensions	
Proactive Work Behavior (Y)	Proactive task	0.885	0.800	0.912	0.869	Reliable
	Personal initiative		0.846		0.890	Reliable
Perceived Organizational	Fairness	0.909	0.804	0.925	0.872	Reliable
	Supervisor Support		0.766		0.850	Reliable

Variable	Dimensions	Cronbach's Alpha		Cronbach's Alpha		Statement
		Variable	Dimensions	Variable	Dimensions	
Support (X)	Organizational Rewards and Job Condition		0.865		0.918	Reliable
Work Enthusiasm (M1)	Work productivity	0.875	0.765	0.911	0.864	Reliable
	Attendance rate		0.746		0.844	Reliable
	Peace of mind at work		0.724		0.841	Reliable
Work Engagement (M2)	Actively participate in the work	0.878	0.700	0.912	0.834	Reliable
	Prioritizing work		0.743		0.854	Reliable
	Viewing their work as something important		0.710		0.873	Reliable

Source: SmartPLS 3 output (2026).

3) Fornell – Larcker

The Fornell–Larcker criterion serves as the second approach for assessing discriminant validity. It compares the square root of the AVE values with the correlations among latent variables. Specifically, the square root of the AVE for each construct must be greater than its highest correlation with any other construct. The logic behind the Fornell–Larcker criterion is based on the idea that a construct shares more variance with its associated indicators than with other constructs (Hair et al., 2014). Table 5 presents the Fornell–Larcker criterion values from the study.

Table 5. Fornell-Larcker Criterion in Research

Variable	X_Perceived Organizational Support	M1_Work Enthusiasm	M2_Work Engagement	Y_Proactive Work Behavior
X_Perceived Organizational Support	0.862			
M1_Work Enthusiasm	0.785	0.835		
M2_Work Engagement	0.852	0.813	0.874	
Y_Proactive Work Behavior	0.797	0.821	0.822	0.901

Source: SmartPLS 3 output (2026).

Table 5 shows that the Fornell–Larcker criterion values for the variables of proactive work behavior, Perceived Organizational Support, work enthusiasm, and work engagement are greater than the square root of the AVE correlations with other variables. This indicates that each variable shares more variance with its associated indicators than with the other variables.

4) Heterotrait-Monotrait (HTMT)

The purpose of discriminant validity assessment is to verify that a reflective construct exhibits stronger relationships with its own indicators than with other constructs in the PLS path model. We recommend using the HTMT criterion to assess discriminant validity. If the HTMT value is below 0.90, discriminant validity has been established between two reflectively measured constructs. This study meets the threshold criteria, thereby

demonstrating strong discriminant validity. Table 6 presents the HTMT criterion values of this study.

Table 6. Final Heterotrait-Monotrait (HTMT) Criteria After Three Estimations

Variable	X_Perceived Organizational Support	M1_ Work Enthusiasm	M2_Work Engagement	Y_Proactive Work Behavior
X_Perceived Organizational Support	1			
M1_Work Enthusiasm	0.881	1		
M2_Work Engagement	0.853	0.830	1	
Y_Proactive Work Behavior	0.828	0.846	0.891	1

Source: SmartPLS 3 output (2026).

b. Structural Model Analysis (Inner Model)

After all constructs in this study successfully met the requirements of convergent validity, discriminant validity, and composite reliability, the analysis proceeded to the evaluation of the structural model. This evaluation process encompasses two main aspects: (1) testing the coefficient of determination (R-Square) to measure the model's predictive power, and (2) analyzing the effect size (F-Square) to assess the contribution of each predictor variable to the dependent variable.

1) R-Square value (Coefficient of determination)

The coefficient of determination (R^2) serves as an indicator that measures the proportion of variance in the endogenous construct that can be explained by the exogenous constructs in the model. In evaluating the structural model, the R^2 value reflects the overall predictive power of the model. Based on the criteria established by Hair et al. (2014), there are three categories for interpreting R^2 values: 1) A value of 0.75 indicates high predictive power; 2) A value of 0.50 indicates moderate predictive power; and 3) A value of 0.25 represents relatively weak predictive power. The results of the coefficient of determination calculations for this research model are presented in the following table:

Table 7. R Square Value

	R Square	R Square Adjusted
M1_ Work Enthusiasm	0.616	0.613
M2_ Work Engagement	0.726	0.724
Y_Proactive Work Behavior	0.869	0.866

Source: SmartPLS 3.0 output (2026).

Based on Table 7, the R-Square values indicate the ability of the exogenous variables to explain the variability of each endogenous variable in this research model. The work enthusiasm variable (M1) obtained an R-Square value of 0.616, meaning that 61.6% of its variability can be explained by Perceived Organizational Support, while the work engagement variable (M2) obtained an R-Square value of 0.726, or 72.6% of its variability can be explained by the same variable; both values fall into the moderate to nearly strong category (Hair et al., 2014). Meanwhile, the proactive work behavior variable (Y) obtained the highest R-Square value of 0.869, indicating that 86.9% of the variability in proactive work behavior among Bank 9 Jambi employees can be simultaneously explained by

Perceived Organizational Support, work enthusiasm, and work engagement, placing it in the strong category (Hair et al., 2014). Overall, the Adjusted R-Square values, which are not substantially different from the R-Square values for the three variables (0.613; 0.724; and 0.866), indicate that this research model has good and stable predictive capability, thus rendering the constructed model suitable for explaining the relationships among variables in this study.

2) F-Square Value (f2 Effect Size)

The F-square test was conducted to assess the significance of the contribution of an exogenous construct to changes in the R-square value when that construct is removed from the model. The criteria for interpreting effect size according to Hair et al. (2017) are as follows: 1) A value of 0.02 indicates a small effect; 2) A value of 0.15 indicates a moderate effect; 3) A value of 0.35 represents a large effect; and 4) A value below 0.02 demonstrates that the variable does not exert a significant effect. The results of the F-square calculations for this research model are presented in the following table:

Table 8. F-Square Value			
Variable	M1_Work Enthusiasm	M2_Work Engagement	Y_ Proactive Work Behavior
X_ Perceived Organizational Support	1.603	2.655	0.459
M1_ Work Enthusiasm			0.129
M2_ Work Engagement			0.119

Source: SmartPLS 3.0 output (2025).

Based on Table 4, the F-Square values indicate the magnitude of the contribution (effect size) of an exogenous variable to an endogenous variable in the structural model, with the general criteria that a value of 0.02 is considered small, 0.15 is considered medium, and 0.35 is considered large (Hair et al., 2014). Perceived Organizational Support (X) demonstrates a very large effect size on work enthusiasm (M1) at 1.603 and on work engagement (M2) at 2.655, indicating that POS is a highly dominant determinant in shaping both intervening variables; furthermore, POS also shows a large effect size on proactive work behavior (Y) at 0.459. Meanwhile, work enthusiasm (M1) and work engagement (M2) each contribute only a small effect size to proactive work behavior, at 0.129 and 0.119 respectively, indicating that although both intervening variables play an important role as mediators, their direct contribution to proactive work behavior is relatively small compared to the dominant influence exerted by Perceived Organizational Support.

c. Hypothesis Testing Results

To test the hypotheses in this study, the t-statistics and P-values were examined. A hypothesis in this study can be declared accepted if the results meet the rule of thumb, namely if the p-value is < 0.05, or the t-statistic is > 1.96, at a significance level of 5% (one-tailed) with a t-value of 1.96. The structural model of the construct relationships using the bootstrapping method can be seen in the following figure.



Figure 3. Research Construct Relationship Model Using the Bootstrapping Method

The results obtained in Figure 3 above using the bootstrapping method can also be seen in the following table:

Table 9. Hypothesis Test Result

Hypothesis	Original Sample (O)	Standard Deviation	T Statistics	P Values	Statement
POS -> WE	0.785	0.034	23.408	0.000	Support
POS -> WEG	0.852	0.024	36.254	0.000	Support
POS -> PWB	0.491	0.077	6.409	0.000	Support
WE -> PWB	0.233	0.073	3.199	0.001	Support
WEG -> PWB	0.266	0.084	3.173	0.002	Support
POS -> WE -> PWB	0.183	0.058	3.184	0.002	Support
POS -> WEG -> PWB	0.227	0.070	3.226	0.001	Support

Note: POS = Perceived Organizational Support; WE = Work Enthusiasm; WEG = Work Engagement; PWB = Proactive Work Behavior

Source: SmartPLS 3 output (2026).

The results of the direct and indirect hypothesis testing yielded T-statistic values exceeding the rule-of-thumb threshold (1.96) and P-values below 0.05 (5%); based on these results, it can be concluded that all hypotheses regarding direct and indirect effects are accepted.

Discussion

Hypothesis testing in this study was conducted through a bootstrapping procedure with the acceptance criterion that a hypothesis is accepted if the t-statistic value is greater than 1.96 at a 5% significance level, or the p-value is less than 0.05 (Hair et al., 2014). The test results show that all seven hypotheses proposed in this study are accepted, indicating that Perceived Organizational Support (POS) has a positive and significant effect on proactive work behavior among employees of Bank 9 Jambi, both directly and indirectly through work enthusiasm and work engagement. These findings reinforce the theoretical framework of this

study, which is built upon social exchange theory, wherein perceived organizational support is reciprocated by employees through positive work attitudes and behaviors.

The test results show that Perceived Organizational Support has a positive and significant effect on work enthusiasm (path coefficient = 0.785; t-statistic = 23.408; $p = 0.000$), thus the first hypothesis is accepted. This high path coefficient value indicates that organizational support is a very strong determinant in shaping work enthusiasm among employees of Bank 9 Jambi. This finding is consistent with the meta-analysis results of Kurtessis et al. (2017) and Yandi et al. (2024), which demonstrate that perceived organizational support contributes significantly to enhancing employees' positive orientation toward their work. Similar results were also found by Bonaiuto et al. (2022), Aldabbas et al. (2023), Canboy et al. (2023), and Gupron & Yandi (2024), who provide evidence that high organizational support is able to build employees' work energy and enthusiasm. Attention to well-being, fair treatment, and supervisory support as perceived by Bank 9 Jambi employees appear to be the primary sources that drive their enthusiasm and dedication in carrying out their work.

Perceived Organizational Support was also proven to have a positive and significant effect on work engagement (path coefficient = 0.852; t-statistic = 36.254; $p = 0.000$), thus the second hypothesis is accepted, with an even greater magnitude of influence compared to its effect on work enthusiasm. This finding is consistent with Bonaiuto et al. (2022), who showed that organizational support plays a central role in enhancing work engagement, as well as with the concept of work engagement, which encompasses the dimensions of vigor, dedication, and absorption (Schaufeli & Bakker, 2004). This result also confirms the findings of Najeemdeen et al. (2018) that perceived organizational support has a significant effect on employee engagement. The strong influence of POS on work engagement at Bank 9 Jambi indicates that open communication and close relationships between leaders and employees are key elements that strengthen employees' emotional and cognitive attachment to their work.

Furthermore, Perceived Organizational Support also has a positive and significant direct effect on proactive work behavior (path coefficient = 0.491; t-statistic = 6.409; $p = 0.000$), thus the third hypothesis is accepted. This finding reinforces the social exchange perspective put forward by Wu & Parker (2017), in which psychologically safety-based support from the organization encourages employees to demonstrate initiative and the courage to take on broader roles in their work. This result is also consistent with Fan et al. (2022), Maan et al. (2020), and H. Zhang et al. (2022), who empirically prove that organizational support is one of the primary predictors of proactive employee behavior across sectors. In the context of Bank 9 Jambi, perceived organizational support also serves as a direct driver for employees to be more proactive and responsive in dealing with the dynamics of banking services.

Work enthusiasm and work engagement were also each proven to have a positive and significant effect on proactive work behavior. Work enthusiasm showed a path coefficient of 0.233 (t-statistic = 3.199; $p = 0.001$), thus the fourth hypothesis is accepted, consistent with the findings of Akgunduz et al. (2018) and Aldabbas et al. (2023) that high work energy and enthusiasm drive employees to be more active and proactive. Meanwhile, work engagement showed a path coefficient of 0.266 (t-statistic = 3.173; $p = 0.002$), thus the fifth hypothesis is accepted, consistent with the research findings of Havidz et al. (2020), Permata & Mangundjaya (2021), Mumpuni & Wiwik Handayani (2024), and Sabuhari et al. (2025), which demonstrate that work engagement is a primary mechanism for the emergence of proactive behavior as well as innovative work behavior. Interestingly, although both are significant, the direct contribution of work enthusiasm and work engagement to proactive work behavior is relatively smaller compared to the direct effect of Perceived Organizational

Support, indicating that positive psychological conditions among employees serve as enhancers, rather than substitutes, for the role of organizational support itself (Bakker & Demerouti, 2017).

The results of the indirect effect testing show that Perceived Organizational Support has a positive and significant effect on proactive work behavior through work enthusiasm (path coefficient = 0.183; t-statistic = 3.184; $p = 0.002$) as well as through work engagement (path coefficient = 0.227; t-statistic = 3.226; $p = 0.001$), thus the sixth and seventh hypotheses are accepted. These findings prove that work enthusiasm and work engagement simultaneously serve as mediation mechanisms that bridge the influence of organizational support on employee proactivity, consistent with Kurtessis et al. (2017), who affirm that organizational support also shapes positive affective conditions, which in turn culminate in work behaviors that benefit the organization. This result is also consistent with Sonnentag (2003) as well as Satwika et al. (2025) and Caesens et al. (2019), who respectively show that positive affective conditions and work engagement play an important role as linking pathways between organizational resources and proactive employee behavior.

Overall, the findings of this study confirm that proactive work behavior among employees of Bank 9 Jambi is shaped not only directly by organizational support, but also through the reinforcement of employees' psychological conditions, namely work enthusiasm and work engagement, simultaneously. These findings enrich the empirical evidence regarding the dual mechanisms that mediate the relationship between Perceived Organizational Support and proactive work behavior, while also reinforcing the relevance of social exchange theory and the Job Demands-Resources model in the context of regional banking, which has thus far remained underexplored. Practically, these findings imply that Bank 9 Jambi's management needs to continue strengthening organizational support policies, such as fair treatment, open communication with superiors, and recognition of employee contributions, while simultaneously maintaining work enthusiasm and work engagement, so that proactive work behavior can grow sustainably and support the organization's competitiveness amid the increasingly competitive dynamics of the banking industry.

CONCLUSION AND RECOMMENDATIONS

Conclusion

Based on the results of the analysis and discussion presented above, this study concludes that Perceived Organizational Support has a positive and significant effect on work enthusiasm, work engagement, and proactive work behavior among employees of Bank 9 Jambi. The higher the organizational support perceived by employees whether in the form of fair treatment, supervisory support, or adequate rewards and working conditions the higher their enthusiasm, attachment, and initiative in carrying out their work. Work enthusiasm and work engagement were also each proven to have a positive and significant effect on proactive work behavior, indicating that positive psychological work conditions also play an important role in encouraging employees to take initiative and orient themselves toward continuous improvement.

In addition to its direct effect, organizational support was also proven to influence proactive work behavior indirectly, both through enhanced work enthusiasm and through work engagement, confirming that both psychological variables serve as complementary mediation mechanisms in bridging the relationship between organizational support and employee proactivity. Thus, it can be concluded that the work proactivity of Bank 9 Jambi employees is not solely shaped by direct organizational support, but is also determined by the extent to which such support is able to foster positive psychological work conditions within employees, so that human resource management oriented toward strengthening organizational

support, work enthusiasm, and work engagement becomes a relevant strategy for encouraging proactive work behavior in a sustainable manner.

Limitations

Although this study has provided empirical evidence supporting all of the proposed hypotheses, several limitations need to be acknowledged as considerations in interpreting the research findings. First, this study employed a cross-sectional design that collected data at a single point in time, so the relationships found among variables are correlational in nature and cannot fully capture causal relationships or the dynamics of changes in employee perceptions over time. Second, this study was conducted on only one research object, namely Bank 9 Jambi as a regional development bank, so the generalization of the findings to other organizational contexts or sectors should be undertaken with caution.

Third, the research data were collected through self-report Likert-scale questionnaires, so the possibility of common method bias as well as respondents' tendency to provide socially desirable answers (social desirability bias) cannot be ruled out. Fourth, this research model only involves four main variables, namely Perceived Organizational Support, work enthusiasm, work engagement, and proactive work behavior, and therefore has not accommodated other variables that theoretically may also potentially influence proactive work behavior, such as work motivation, leadership style, organizational culture, job satisfaction, and the work environment.

Recommendations

Future research is advised to develop the research model by incorporating other theoretically relevant variables, such as work motivation, leadership style, organizational culture, job satisfaction, or work environment, in order to gain a more comprehensive understanding of the determinants of proactive work behavior. Future studies are also encouraged to employ longitudinal designs or qualitative and mixed-methods approaches to enable deeper exploration of organizational phenomena and to more robustly confirm causal relationships among variables. Furthermore, replication of this research in other organizations or sectors with different characteristics should be conducted to test the consistency of the findings and to broaden the generalization of the model in explaining proactive work behavior across more diverse organizational contexts.

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