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The Effect of Leadership Support and Work Performance Assessment on Work Spirit and Its Impact on Employee Performance at Bank Jambi Head Office

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Abstract: This study aims to analyze the influence of leadership support and performance appraisals on work morale and their impact on employee performance at Bank Jambi Head Office. Leadership support is seen as a factor capable of increasing motivation and work morale through providing direction, attention, recognition, and facilitation of work needs. Meanwhile, objective and transparent performance appraisals are expected to encourage employees to improve the quality and quantity of their work. The study used a quantitative approach with a survey method. The study population was 168 employees at Bank Jambi Head Office. The sample was determined using the Slovin formula with a 7.5% error rate, resulting in 118 respondents. Data analysis was conducted using Structural Equation Modeling–Partial Least Squares (SEM-PLS). The results are expected to show that leadership support and performance appraisals have a positive effect on work morale. Furthermore, leadership support, performance appraisals, and morale are expected to have a positive effect on employee performance. Morale is also expected to act as a mediating variable in the relationship between leadership support and performance appraisals on employee performance. The research findings are expected to contribute to the development of human resource management strategies, particularly in improving performance through strengthening leadership support and a fair and transparent performance appraisal system.

Keywords: Leadership Support, Performance Appraisal, Work Morale, Employee Performance, Bank Jambi.

INTRODUCTION

Human resources are strategic assets that determine an organization's success in achieving its goals. In the banking industry, organizational success is determined not only by the adequacy of capital and technology, but also by the competence of human resources capable of providing quality service to customers. Zahari et al. (2022) state that human resources are a strategic factor that must be managed through competency development, capability enhancement, and work behavior formation to create an organizational competitive advantage.

Therefore, organizations need to develop employee competencies, establish effective organizational communication, and create job satisfaction to continuously improve employee performance.

The increasingly competitive banking industry demands that every organization have high-performing human resources as a key factor in achieving competitive advantage. Digital transformation, improved service quality, and changes in customer behavior require banks to effectively manage their human resources to remain adaptive to the dynamics of the business environment. According to Robbins and Judge (2022), employee performance is the work results achieved by individuals based on their abilities, motivation, and organizational support in carrying out their responsibilities. Therefore, the success of a banking organization is determined not only by the adequacy of capital and technology, but also by the quality of human resource management.

As a Regional Development Bank, Bank Jambi plays a vital role in supporting regional economic development by providing professional banking services. To achieve quality service, employees with high work ethic are needed, enabling them to optimally contribute to achieving organizational goals. Armstrong (2021) explains that organizations that foster a supportive work environment will produce employees with higher levels of productivity and commitment. One factor that plays a crucial role in improving employee morale and performance is leadership support. Leadership support encompasses the attention, direction, assistance, recognition, and opportunities provided by leaders to their subordinates in carrying out their work. According to Yukl (2020), leaders who consistently provide support will increase employee trust, motivation, and commitment, thus improving individual and organizational performance. Similarly, research by Al Halbusi et al. (2022) shows that supportive leadership can increase motivation and positive work behavior, which in turn improves employee performance.

In addition to leadership support, performance appraisals are a crucial instrument in human resource management. Performance appraisals serve as the basis for evaluating employee accomplishments, determining competency development needs, job promotions, awarding awards, and developing training programs. Aguinis (2023) stated that an objective, transparent, and fair performance appraisal system will increase perceptions of organizational fairness, thereby boosting employee motivation and morale. Conversely, an inconsistent appraisal system can lead to dissatisfaction and lower productivity.

Morale is a psychological state that reflects employee enthusiasm, discipline, loyalty, and willingness to give their best effort in completing work. According to Hasibuan (2020), high morale is reflected in increased work discipline, responsibility, cooperation, and lower absenteeism. Research by Nguyen et al. (2023) also demonstrated that morale has a positive and significant influence on increased productivity and service quality in the service sector, including the banking industry.

Employee performance is an indicator of an organization's success in achieving its stated goals. Robbins and Judge (2022) explain that performance is influenced by individual abilities, motivation, leadership, reward systems, the work environment, and organizational culture. Research by Karatepe et al. (2022) shows that organizations with supportive leadership systems and effective performance evaluation systems tend to produce employees with higher levels of productivity and service quality.

Various previous studies have shown a positive relationship between leadership support, performance appraisals, work morale, and employee performance. For example, research by Al Halbusi et al. (2022) found that leadership support increases employee motivation and performance. Research by Aguinis (2023) showed that an effective performance appraisal system can increase employee engagement and productivity. Meanwhile, Nguyen et al. (2023) concluded that work morale is a factor that strengthens the relationship between human resource management practices and organizational performance.

Based on this description, this study aims to analyze the influence of leadership support and performance appraisals on work morale and their impact on employee performance at Bank Jambi Head Office. The results are expected to contribute to the development of human resource management theory and provide input for Bank Jambi management in developing policies that can improve employee morale and performance sustainably.

METHODS

This study uses a quantitative approach with an explanatory research design to analyze the influence of leadership support and performance appraisals on work morale and their impact on employee performance at Bank Jambi Head Office. The study population consisted of 168 employees, while the sample size was 118 respondents, determined using the Slovin formula with a 7.5% margin of error. The sampling technique used was proportionate random sampling.

The research data consisted of primary data obtained through questionnaires using a five-point Likert scale, as well as secondary data from company documents and relevant literature (Sudirman et al., 2020). The variables of leadership support, job performance appraisal, work morale, and employee performance were measured based on indicators adopted from theory and previous research.

Data analysis was conducted using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with the assistance of SmartPLS 3 software (Hair et al., 2022). The analysis stages included evaluating the outer model through validity and reliability tests, evaluating the inner model, and testing the hypothesis through a bootstrapping procedure. The hypothesis was accepted if the t-statistic value was >1.96 and the p-value <0.05. In addition to testing the direct effect, this study also examined the indirect effect to determine the mediating role of work morale in the relationship between leadership support and job performance appraisals on employee performance.

RESULTS AND DISCUSSION

Respondent Characteristics

The study involved 118 respondents who were employees at Bank Jambi Head Office. Based on the respondents' characteristics, the majority were male, aged 31–40, had a bachelor's degree (S1), and had worked for more than five years. These characteristics indicate that most respondents had sufficient work experience to provide an assessment of the variables studied.

Description of Research Variables

The descriptive analysis in this study aims to provide a general overview of respondents' perceptions of four main variables: leadership support, job performance assessment, work morale, and employee performance at Bank Jambi Head Office. Data were obtained from questionnaires completed by 118 respondents using a Likert scale. This analysis was conducted by examining the scores of respondents' responses to each research variable. The scores are shown in the following table:

Table 1. Respondent Scores per Variable

Variables	Item	Total Score	Scale Range	Category
Leadership Support (X1)	9	3.941	3.610,8 - 4.460,3	Good
Job Performance Assessment (X2)	10	4.406	4.012 – 4.955	Good
Work Morale (Y)	10	4.339	4.012 – 4.955	High
Employee Performance (Z)	10	4.406	4.012 – 4.955	High

Source: Primary data processed (2026).

The results of this study indicate that each employee has a positive perception of the variables: leadership support, work performance appraisal, work morale, and employee performance. The total score for each variable: leadership support was 3.941, categorized as good, work performance appraisal was 4.406, categorized as good, and work morale was 4.339, categorized as high, and employee performance was 4.406, categorized as high.

Outer Model Test Results

The outer model test aimed to assess the extent to which the indicators used in the study were able to measure the latent constructs validly and reliably. In this study, the analysis was conducted using SmartPLS to test convergent validity, discriminant validity, and construct reliability. According to Hair et al. (2022), a construct is considered good if it meets the criteria of convergent validity, discriminant validity, and composite reliability.

Convergent validity indicates the extent to which indicators within a construct have a high correlation. The measures used are the outer loading value and the Average Variance Extracted (AVE).

A high outer loading value indicates that the indicator effectively measures the latent construct, while a lower value indicates potential problems in the model. Hair et al. (2022) stated that the eligibility criteria for an indicator are valid if the outer loading value is >0.70.

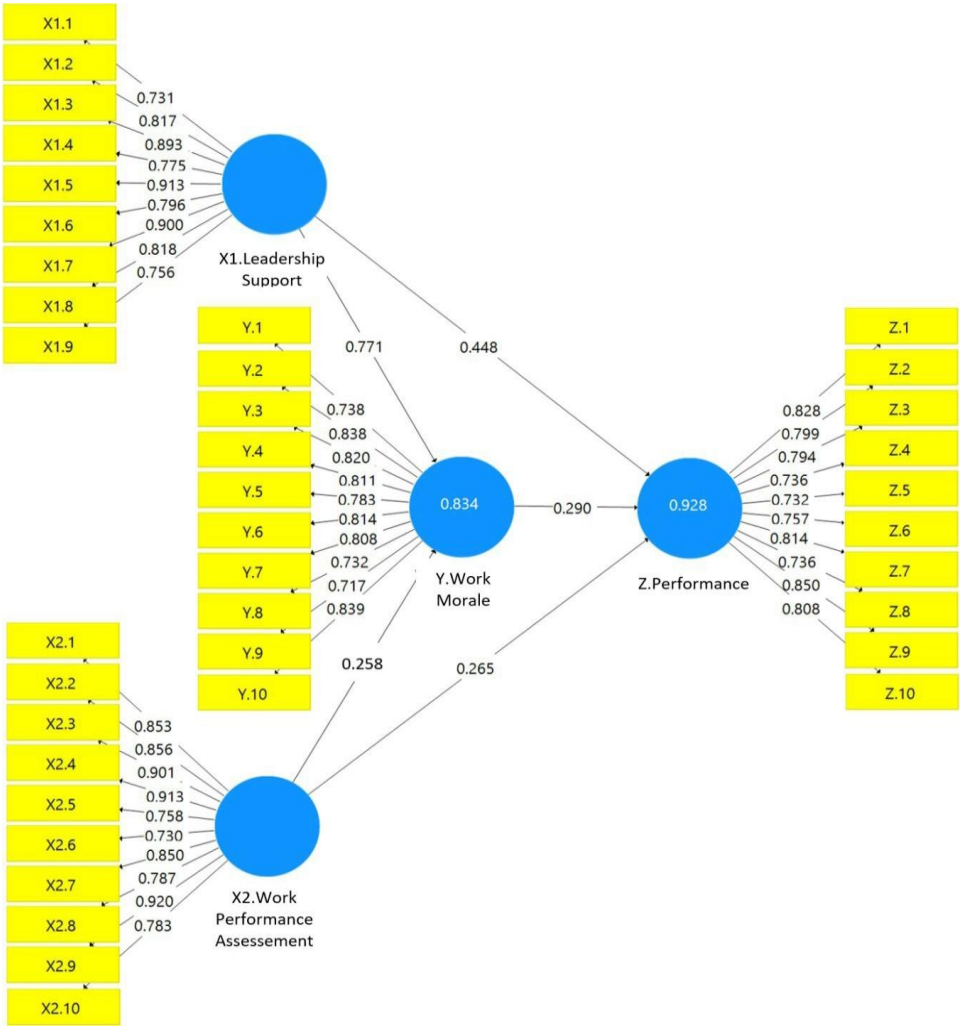

Figure 1. Outer Model

Based on the results of the outer loading test, as presented in Figure 1, it can be seen that all indicators for each construct have factor loading values above the minimum threshold of 0.70. These results indicate that each indicator adequately reflects the construct being measured and meets convergent validity criteria.

The Average Variance Extracted (AVE) value for each construct is also above 0.50, indicating that each variable explains more than 50% of the variance in its indicator.

Table 2. Average Variance Extracted (AVE) Values

Variables	AVE	Description
Leadership Support (X1)	0.680	Valid
Job Performance Assessment (X2)	0.701	Valid
Work Morale (Y)	0.626	Valid
Employee Performance (Z)	0.618	Valid

Source: SmartPLS 3 output (2026).

The Average Variance Extracted (AVE) value for each construct was also above 0.50, indicating that each variable explained more than 50% of the variance in its indicator.

The discriminant validity test used cross-loading values to ensure that each construct had distinct characteristics and did not overlap excessively with other constructs. The analysis results showed that all constructs met the criteria for having cross-loading values greater than 0.7. This finding strengthens the evidence that the indicators used in this study had good discriminant validity in composing their variables. Therefore, the requirements for discriminant validity were met, and the model could proceed to the next stage of analysis.

Furthermore, the Composite Reliability and Cronbach's Alpha values for all constructs were greater than 0.70, indicating that the research instrument was reliable and suitable for use in further analysis.

Table 3. Cronbach's Alpha and Composite Reliability

Variables	Cronbach's Alpha	Composite Reliability	Description
Leadership Support (X1)	0.940	0.950	Reliable
Job Performance Assessment (X2)	0.952	0.959	Reliable
Work Morale (Y)	0.933	0.943	Reliable
Employee Performance (Z)	0.931	0.942	Reliable

Source: SmartPLS 3 output (2026).

The table above shows that all variables have Cronbach's Alpha and Composite Reliability values >0.70. These results indicate that the research instrument has a very good level of internal consistency, making it reliable and suitable for use in further analysis.

Inner Model Testing

The inner model evaluation was conducted to determine the structural model's ability to explain the relationships between latent variables. Inner model testing included R-Square (R^2) and Predictive Relevance (Q^2) values.

The coefficient of determination (R^2) indicates the ability of exogenous variables to explain variation in endogenous variables. Referring to the criteria of Hair et al. (2022), an R^2 value of 0.75 is considered strong (substantial), indicating that this study's structural model has good predictive ability. The test results are presented in the following table:

Table 4. R-Square Values

Variables	R Square	Interpretation
Work Morale (Y)	0.834	Very strong
Employee Performance (Z)	0.928	Very strong

Source: SmartPLS 3 Output (2026).

Table 4 shows that the work morale variable has an R-square value of 0.834. These results indicate that leadership support and performance appraisals explain 83.4% of the work morale variable, while the remaining 16.6% is influenced by other variables outside the research model. This value indicates that the structural model is strong in explaining work morale.

The performance variable has an R-square value of 0.928. These results indicate that leadership support, performance appraisals, and work morale explain 92.8% of the performance variable, while the remaining 7.2% is explained by other factors not examined in this study. This R-square value indicates that the research model has excellent ability to explain the relationships between the studied variables.

The F-square (f^2) test results were used to evaluate the contribution of each exogenous construct to the endogenous construct. This analysis aims to determine the role of each predictor variable in explaining the dependent variable. According to the criteria proposed by Hair et al. (2022), an f^2 value of 0.02 indicates a small effect, a value of 0.15 indicates a moderate effect, and a value of 0.35 indicates a large effect. A value below 0.02 indicates that the variable has no significant effect on the model. The results of the F-square test can be found in the following table.

Table 5. F-Square Values

Variables	Work Morale (Y)	Employee Performance (Z)
Leadership Support (X1)	0,327	0,759
Job Performance Assessment (X2)	0,413	0,078
Work Morale (Y)		0,115

Source: Smart PLS 3.0 Output (2026)

The effect size (f^2) values indicate that each exogenous variable contributes to the endogenous variable with varying magnitudes of influence.

1. The influence of leadership support on work morale has an F-square value of 0.327. This value indicates that leadership support has a significant influence on improving employee morale.
2. The influence of work performance appraisals on work morale has an F-square value of 0.413, indicating that work performance appraisals have a significant influence on shaping employee morale at Bank Jambi Head Office.
3. The influence of leadership support has an F-square value of 0.759. These results indicate that leadership support has a very strong influence on employee performance.
4. The influence of work performance appraisals on performance has an F-square value of 0.078, indicating a small influence.
5. The effect of work morale on performance obtained an F-square value of 0.115, indicating that work morale has a moderate effect on improving employee performance.

Hypothesis Testing Results

Hypothesis testing was conducted using the bootstrapping procedure in SmartPLS 3.

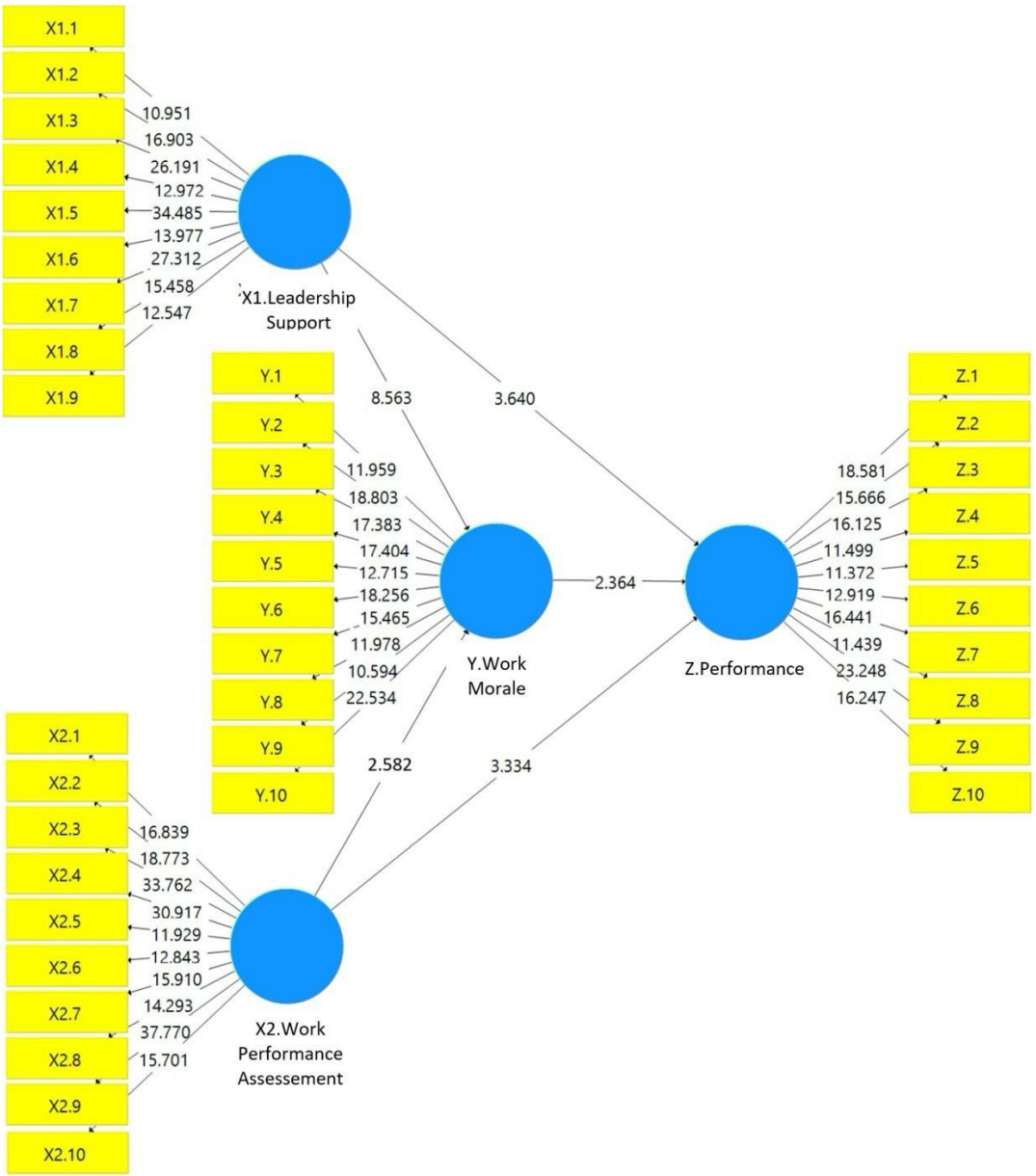

Figure 2. Bootstrapping Model Results

Based on the results of the modeling of the relationships between constructs obtained, the next step is to conduct a statistical evaluation using the bootstrapping technique in SmartPLS 3.0. This analysis will comprehensively describe both the direct and indirect influences between the research variables, with the following explanation:

Direct Effect

Direct effect analysis is conducted to test the significance of the causal relationship between the independent (exogenous) and dependent (endogenous) variables in the research model. This method verifies whether a predictor variable statistically influences the outcome variable. The results of the statistical computations from this test can be seen in the following table:

Relationships Between Variables	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Leadership Support -> Work Morale	0.771	0.774	0.090	8.563	0.000
Work Morale -> Performance	0.258	0.257	0.100	2.582	0.012
Leadership Support -> Performance	0.448	0.437	0.123	3.640	0.000
Work Performance Assessment -> Performance	0.265	0.268	0.0 79	3.334	0.001
Work Morale -> Performance	0.290	0.298	0.123	2.364	0.018

Source: SmartPLS 3 Output (2026) .

Based on Table 6, the results of the direct effect test indicate that all hypotheses in the study are accepted. The details are as follows:

1. The direct effect of leadership support on work morale has a t-statistic of 8.563, exceeding the critical value of 1.96, and a p-value of 0.000 < 0.05. These results indicate that leadership support has a significant effect on work morale. This means that better leadership support in carrying out tasks will increase employee work morale.
2. The direct effect of work performance appraisals on work morale has a t-statistic of 2.582, exceeding the critical value of 1.96, and a p-value of 0.012 < 0.05. These results indicate that work performance appraisals have a significant effect on work morale. This means that better work performance appraisals will increase work morale.
3. The direct effect of leadership support on performance has a t-statistic of 3.640, exceeding the critical value of 1.96, and a p-value of 0.000 < 0.05. These results indicate that leadership support significantly influences performance. This means that better leadership support will improve employee performance.
4. The direct effect of performance appraisal on performance has a t-statistic of 3.334, exceeding the critical value of 1.96, and a p-value of 0.001 < 0.05. These results indicate that performance appraisal significantly influences performance. This means that better performance appraisals will improve employee performance.
5. The direct effect of work morale on performance has a t-statistic of 2.364, exceeding the critical value of 1.96, and a p-value of 0.018 < 0.05. These results indicate that work morale significantly influences performance. This means that better work morale will improve employee performance.

Indirect Effect

The indirect effect analysis was conducted to assess the role of the intervening variable in mediating the relationship between the independent (exogenous) and dependent (endogenous) variables. The statistical results of the indirect effect test are presented in the following table.

Table 7. Indirect Effect Value Results

Relationship between variables	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Leadership Support -> Work Morale -> Performance	0.224	0.230	0.099	2.255	0.025
Work Performance Assessment -> Work Morale -> Performance	0.046	0.047	0.0 37	2.230	0.028

Source: SmartPLS 3 output (2026)

Based on Table 7, the mediation test to determine the indirect effect can be explained as follows:

6. The effect of leadership support through work morale on performance has a t-statistic of 2.255, exceeding the critical value of 1.96, and a p-value of 0.025 < 0.05. These results indicate that leadership support through work morale has a significant effect on employee performance. This means that through work morale, leadership support can improve employee performance.
7. The effect of work performance appraisal through work morale on performance has a t-statistic of 2.230, exceeding the critical value of 1.96, and a p-value of 0.028 < 0.05. These results indicate that through work morale, work performance appraisal can improve employee performance.

Discussion

Overview of Employee Competencies, Socialization, Service Quality, and Community Satisfaction

The results of the descriptive analysis showed that the variables of Employee Competence and Socialization were in the good category, while Service Quality and Community Satisfaction were in the high category. This condition shows that the community gives a positive assessment of the competence of employees in providing services, the effectiveness of socialization carried out by agencies, the quality of services received, and the level of community satisfaction with services at the Mestong District Office, Muaro Jambi Regency. The findings indicate that good employee competence and effective socialization are able to support the creation of optimal service quality so that it has an impact on increasing public satisfaction.

The Influence of Employee Competence and Socialization on Service Quality.

The results of the study showed that Employee Competence and Socialization simultaneously had a positive and significant effect on Service Quality (Fcal = 44.532; Sig. = 0.000), with a contribution of 47.9% ($R^2 = 0.479$). Partially, Employee Competence has a more dominant influence (total influence of 42.29%) than Socialization (total influence of 5.54%). These findings show that increasing the knowledge, skills, and professionalism of the apparatus is the main factor in improving the quality of services, while socialization plays a role in increasing public understanding of service procedures.

The results of this study are in line with the research of Sitompul and Wahyudin (2025) which states that employee competence has a positive effect on the quality of public services, and the research of Prasetyo and Muchtar (2025) which found that socialization has a significant effect on the quality of service. Thus, improving the quality of services in Mestong District needs to be carried out through sustainable employee competency development and optimization of socialization to the community.

The Influence of Employee Competence and Socialization on Community Satisfaction

The results of the study show that Employee Competence and Socialization simultaneously have a positive and significant effect on Community Satisfaction. This is proven through the F test with a Fcal value of 73.693 > Ftable 3.09 and a significance level of 0.000 < 0.05. The amount of contribution of Employee Competence and Socialization to Community Satisfaction was shown by the value of the determination coefficient (R Square) of 0.603 or 60.3%, while the remaining 39.7% was influenced by other factors outside the study.

Partially, Employee Competence has a significant effect on Community Satisfaction with a tcal value of 10.562 and a significance of 0.000. Employee competence has a total influence of 53.08%, making it the most dominant variable in increasing public satisfaction. This shows

that the ability, knowledge, skills, and professionalism of employees are the main factors in creating services that are fast, precise, and in accordance with community expectations.

In addition, socialization was also proven to have a significant effect on Community Satisfaction with a tcal value of 2.822 and a significance of 0.006. Socialization has a total influence of 7.19%, which shows that the delivery of information related to procedures, requirements, and service standards helps the public understand the service process so that it can increase satisfaction with the services provided.

The results of this study are in line with the research of Wahyudi and Yamin (2025) which states that the competence of human resources has a positive effect on community satisfaction through improving service quality. Research on Welfare and Puja (2025) also shows that employee competence contributes to community satisfaction through more effective services. In addition, research by Rusiana and Tontowi (2025) found that socialization has a positive effect on community satisfaction because it is able to increase public understanding of public services.

Thus, increasing community satisfaction in Mestong District can be done through strengthening employee competencies and implementing more effective and sustainable socialization.

The Effect of Service Quality on Community Satisfaction

The results of the study show that Service Quality has a positive and significant effect on Community Satisfaction. Based on the results of the t-test, a tcal value of 36.796 > a table of 1.984 with a significance level of 0.000 < 0.05. The magnitude of the influence of Service Quality on Community Satisfaction reached 93.30% with a path coefficient value of 0.966 and an R Square value of 0.933.

These results show that service quality is the main factor in determining the level of community satisfaction. The better the services provided, such as fast, precise, responsive, transparent, and according to the needs of the community, the higher the level of satisfaction felt by the community. On the other hand, services that do not meet expectations can reduce the level of community satisfaction.

The findings of this study support the research of Milandia, Dharma, and Sari (2025) which found that the quality of service has a significant effect on public satisfaction with public services. In addition, Zahari's (2017) research also shows that good, fast, and appropriate service is able to increase service user satisfaction.

Thus, increasing community satisfaction in Mestong District needs to be directed at improving the quality of services through the development of apparatus competencies, improvement of service procedures, and increased responsiveness in meeting the needs of the community.

The Influence of Employee Competence and Service Quality Socialization on Community Satisfaction

Based on the results of the path analysis, it is known that Employee Competence and Socialization have an indirect influence on Community Satisfaction through Service Quality as an intervening variable. Employee Competence has an influence through Service Quality by 45.73%, while Socialization has an influence of 6.14%. Overall, Employee Competence and Socialization through Service Quality contributed 51.86% to Community Satisfaction.

These results show that Service Quality has an important role in strengthening the relationship between Employee Competence and Socialization to Community Satisfaction. Employees who have good competence will be able to provide services professionally, while effective socialization helps the community understand service procedures. These two factors will improve the quality of service received by the community so that it has an impact on increasing satisfaction.

This research is in line with Wahyudi and Yamin (2025) who found that human resource competence affects community satisfaction through improving service quality. In addition, Hasibuan and Siagian (2025) stated that the quality of public services has a significant effect on public satisfaction and public trust in the government.

Thus, the quality of service is an important connecting factor in increasing public satisfaction. Therefore, Mestong District needs to strengthen employee competence, increase the effectiveness of socialization, and improve the quality of services in an ongoing manner so that public services are more in line with the needs of the community.

CONCLUSIONS

This study demonstrates that leadership support and performance appraisals are important factors in improving employee morale and performance at Bank Jambi Head Office. Leadership support has a positive and significant effect on morale, indicating that attention, direction, communication, and recognition from leaders can increase employee enthusiasm and motivation in carrying out their work. Performance appraisals also have a positive and significant effect on morale, indicating that an objective, fair, transparent, and consistent appraisal system can foster higher morale.

Furthermore, leadership support, performance appraisals, and morale have been shown to have a positive and significant effect on employee performance. These findings indicate that improving leadership quality and implementing an effective performance appraisal system will impact the quality, quantity, and effectiveness of employee work.

The research results also show that work morale acts as a mediating variable in the relationship between leadership support and employee performance, as well as between performance appraisals and employee performance. These results indicate that the influence of leadership support and performance appraisals on performance will be stronger if they can improve employee morale.

Practically, the findings of this study imply that Bank Jambi management needs to strengthen supportive leadership, implement an objective and transparent performance appraisal system, and develop various programs to boost employee morale. These steps are expected to encourage improved individual performance while supporting the achievement of organizational goals effectively and sustainably.

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