


# Analysis of Psychological Well-Being and Social Support on Employee Performance Through Job Satisfaction at BPR Bank Gresik

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Article Info	ABSTRACT
<b>Keywords:</b> psychological well-being, social support, job satisfaction, employee performance.	This study aims to analyze the influence of psychological well-being and social support on the performance of BPR Bank Gresik employees, with job satisfaction as a mediating variable. The population in this study were 100 employees at BPR Bank Gresik, with the sampling technique using a census, so the sample obtained was the same number as the population, namely 100 employees of BPR Bank Gresik. Testing was carried out using Partial Least Squares (PLS) analysis to examine the relationship between variables. The results of the study showed several main findings. First, psychological well-being has a positive contribution in improving employee performance. Second, social support contributes in encouraging employee performance by creating an atmosphere that motivates them to show their best potential, including in efforts to obtain the desired position. Third, psychological well-being also has a positive effect on performance through job satisfaction. Fourth, social support has a significant contribution in improving performance through job satisfaction..
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## INTRODUCTION

Human resources (HR) play a vital role in determining the success of an organization, particularly in the banking sector, which relies heavily on service quality and operational efficiency (Ritmaningsih, 2023). In the banking industry, employees serve as the spearhead of the organization in establishing relationships with customers, managing financial products and services, and ensuring the achievement of established business targets. BPR Bank Gresik, as a regional public company, plays a vital role in promoting financial inclusion and supporting the local economy. In carrying out its role, BPR Bank Gresik faces significant challenges related to employee performance, which is influenced by various internal and external factors, including psychological well-being, social support, and job satisfaction.

Employee performance is a crucial aspect because it directly relates to an organization's success in achieving its vision and mission. Optimal employee performance depends not only on technical skills but also on psychological well-being and a supportive work environment (Muliawati & Frianto, 2020). In this context, psychological well-being and social support are crucial factors. These two factors are interrelated and contribute significantly to creating a

conducive work environment, which ultimately impacts job satisfaction and overall employee performance (Nabilah, 2022).

Psychological well-being is a mental and emotional state that reflects the extent to which an individual feels happy, confident, and in control of their life (Rahma, 2021). Employees with high psychological well-being tend to have lower stress levels, greater motivation, and the ability to better cope with work challenges. Conversely, employees with low psychological well-being are vulnerable to various problems, such as work stress, depression, and decreased productivity. In the context of BPR Bank Gresik, employee psychological well-being is crucial, especially given the challenges of working in the banking sector, which involve high pressure, such as tight work targets, customer expectations, and complex regulations.

Social support is a crucial factor in creating a conducive work environment and motivating employees to achieve optimal performance. Social support refers to the assistance individuals receive from various sources, such as superiors, coworkers, family, or friends, in the form of emotional support, information, and instrumental assistance. Emotional support includes empathy, caring, and psychological support, which help employees feel more valued and cared for. Relevant information, such as advice or guidance, can help employees solve work problems more effectively. Instrumental support, such as the provision of resources or physical assistance, makes it easier for employees to complete their tasks.

In an organizational context, social support from superiors plays a crucial role in fostering positive working relationships. When a superior shows concern, appreciates employee contributions, and actively supports them in completing tasks, employees feel more motivated and confident. This can increase their loyalty to the company and drive better performance. Social support from coworkers is equally important, especially in building a strong team. Supportive coworkers can create a more harmonious work environment and motivate team members to work together to achieve common goals. Furthermore, support from the family environment also significantly impacts employee performance. Family members who provide moral support and understanding of employee work challenges can help reduce psychological stress, allowing employees to work more calmly and with focus. The combination of these various forms of social support has a positive impact on work-life balance, ultimately contributing to employee productivity (Safitri & Soleh, 2022).

Job satisfaction is a variable often associated with psychological well-being and social support. Job satisfaction reflects the extent to which employees are satisfied with various aspects of their jobs, such as relationships with coworkers, reward systems, career development opportunities, and the overall work environment (Puspitasari, 2020). Job satisfaction benefits not only individuals but also organizations, as satisfied employees tend to be more loyal, productive, and motivated to achieve organizational goals. In Alfranssyah's (2023) research, job satisfaction is also positioned as a mediating variable linking the influence of psychological well-being and social support on employee performance.

BPR Bank Gresik is located in a region with unique geographic, social, and cultural characteristics, potentially impacting the company's work dynamics. The various challenges faced, such as limited access to infrastructure, pressure to meet work targets amidst

community expectations, and local cultural diversity, require a comprehensive HR management approach. In this context, ensuring employee psychological well-being, creating supportive social support, and increasing job satisfaction are strategic steps that must be taken to support improved employee performance.

Previous studies have shown that psychological well-being and social support significantly influence employee performance through job satisfaction. Therefore, this study was conducted to analyze the influence of psychological well-being and social support on employee performance through job satisfaction at BPR Bank Gresik. As a financing company, BPR Bank Gresik has performed quite well. BPR Bank Gresik's target achievement has increased over the past three years. Although the target setting tends to decrease each year, the target is still consistently achieved. However, the percentage of Lending and NPL achievement has decreased each year, when compared to the achievement in the previous year.

The data shows that BPR Bank Gresik has performed well each year, consistently meeting its targets. However, the lending and non-performing loans (NPL) percentages have declined annually. This could contribute to the declining performance of BPR Bank Gresik. This decline in performance has been identified as a phenomenon.

**Table 1.** BPR Bank Gresik Credit Distribution Data for 2024

Year	Target	Realization	Percentage
January	20,500,000,000	21,589,013,620	5%
February	20,500,000,000	20,689,013,620	1%
March	20,500,000,000	19,789,041,280	-3%
April	20,500,000,000	24,732,487,800	21%
May	20,500,000,000	17,607,285,955	-14%
June	20,500,000,000	18,817,023,230	-8%
July	20,500,000,000	21,950,706,558	7%
August	20,500,000,000	21,914,069,500	7%
September	20,500,000,000	22,791,305,500	11%

Source: BPR Bank Gresik.2025

Based on table 1, it can be seen that during 2024, the achievement of the Funds & Credit section performance targets set by BPR Bank Gresik experienced fluctuations and tended to decline, thus indicating that employees have not been able to maximize their performance in working at the company.

Based on the results of initial interviews with several staff and supervisors from several units including credit, funds, general and HR units, it was stated that BPR Bank Gresik has attempted to improve the performance of its employees by implementing several factors considered to improve employee performance, by paying attention to job satisfaction, including the compensation policy implemented by employees. On the other hand, BPR Bank Gresik also sets targets in the process of completing work every month. Researchers found that in achieving these targets, employees are required to continue working during work holidays which causes employees to feel exhausted at work and have less time to rest, even though it is comparable to the incentives and bonuses given. Especially at the end of each

month, employees can go home until midnight, to achieve the targets set by the company per month. This will certainly have an impact on psychological well-being. Therefore, based on the explanation above, the achievement of performance that is not optimal, in this study is indicated by psychological well-being and social support.

Psychological well-being is an important factor influencing employee performance, reflecting an individual's ability to balance work and personal life effectively. Employees with higher psychological well-being generally show better performance, lower absenteeism, and reduced turnover (Haryani, 2021; Preena, 2021; Sulaikah et al., 2021). Research by Faizin (2024) also found a positive relationship between psychological well-being and performance in the telecommunications sector. Millennials, known for confidence, adaptability, creativity, and digital literacy, often achieve psychological well-being more easily, which supports greater productivity and stronger commitment to their work (Larasati & Rahayu, 2019; Tamunomiebi & Oyibo, 2020).

Although many studies confirm this positive effect (Nugroho, 2024; Bataineh, 2019; Mirani, 2019), some findings suggest that psychological well-being may not always influence performance. In workplaces with strict performance targets or job security concerns, employees may maintain high performance regardless of their psychological state, and in some cases, psychological well-being can even negatively affect outcomes (Sulaikah et al., 2021; Sidik, 2019).

Social support also plays a significant role in employee performance. It includes psychological and practical assistance from family, colleagues, and supervisors (Sulaikah et al., 2021). Supportive coworkers reduce conflict, share workloads, and provide emotional encouragement, fostering a positive and collaborative work environment. Support from supervisors, through empathy, guidance, and recognition, enhances motivation, self-confidence, and engagement. Conversely, a lack of support can lead to confusion, lower commitment, and reduced performance. Research on social support shows mixed results. Some studies confirm a positive impact, highlighting that support strengthens the bond between employees and the organization, motivating better effort and outcomes (Meutia et al., 2019). Other studies report no significant effect, suggesting that performance may depend more on teamwork, result orientation, and attention to detail (Junaidi & Susanti, 2019; Fauziyyah, 2022).

The influence of psychological well-being and social support on performance is often mediated by job satisfaction (Baharsyah et al., 2023). Job satisfaction reflects employees' overall feelings toward their work, shaped by organizational systems, personal values, and workplace interactions (Lumbantobing & Priansa, 2018). Employees with higher job satisfaction tend to be more motivated, committed, and productive, while dissatisfaction can result in negative attitudes and lower performance (Wiliandari, 2019; Astuti & Artini, 2019). Social support enhances job satisfaction, which in turn strengthens performance and contributes to achieving organizational goals.

## METHOD

This study uses a quantitative approach with a survey research method, which involves sampling from a population and employing questionnaires as the primary data collection tool. Based on the stated research objectives, this research is explanatory, meaning it seeks to explain the relationships between research variables and test previously formulated hypotheses. This research is called hypothesis testing research. Although descriptive, as relational research, it focuses on explaining the relationships and influences between research variables (Singarimbun, 2019).

Population is defined as the total set of elements—whether events, objects, or individuals—that share similar characteristics and become the main focus of a researcher's investigation, thus forming a research universe (Ferdinand, 2020). In this study, the population consisted of 100 employees at BPR Bank Gresik.

According to Sugiyono (2020), a sample represents a subset of the population whose characteristics are studied and considered capable of reflecting the entire population, with its size being smaller than the total population. The sampling method applied in this research is saturated sampling, also known as census sampling. Sugiyono (2020) defines this method as a sampling technique in which every member of the population is included as part of the sample. Therefore, saturated or census sampling involves using the entire population as the research sample. In this study, given that the population size is relatively small (only 100 employees), the researcher used census sampling by including all members of the population as the sample.

### Analysis Techniques

#### Outer Model Measurement

In this model, there are two types of indicators: reflective and formative. This study applies reflective indicators, where the causal relationship flows from the construct to its indicators, the indicators are correlated, and removing one does not change the construct's meaning. The validity and reliability of reflective indicators are evaluated through three criteria (Ghazali, 2019):

- a. Convergent Validity, assessed by the loading factor ( $>0.7$  for confirmatory studies;  $0.6-0.7$  acceptable for explanatory studies) and AVE ( $>0.5$ ).
- b. Discriminant Validity, tested by cross-loading values ( $>0.7$ ) or by comparing the square root of AVE with correlations between variables.
- c. Composite Reliability, measures construct consistency, with a good value being  $>0.70$ .

#### Inner Model Measurement

This assessment is conducted after obtaining the outer model results. According to Hair et al. (2011), the inner model is evaluated using three main criteria:

- a. Coefficient of Determination ( $R^2$ )  
 $R^2$  measures the ability of independent variables to explain the dependent latent construct. Its values are categorized as strong ( $0.67$ ), moderate ( $0.33$ ), and weak ( $0.19$ ).
- b. Cross-Validated Redundancy ( $Q^2$ )

$Q^2$  evaluates the predictive relevance of the model using the blindfolding procedure. Unlike  $R^2$ ,  $Q^2$  can be negative; however, a model is considered to have predictive validity if  $Q^2 > 0$ .

c. Path Coefficient

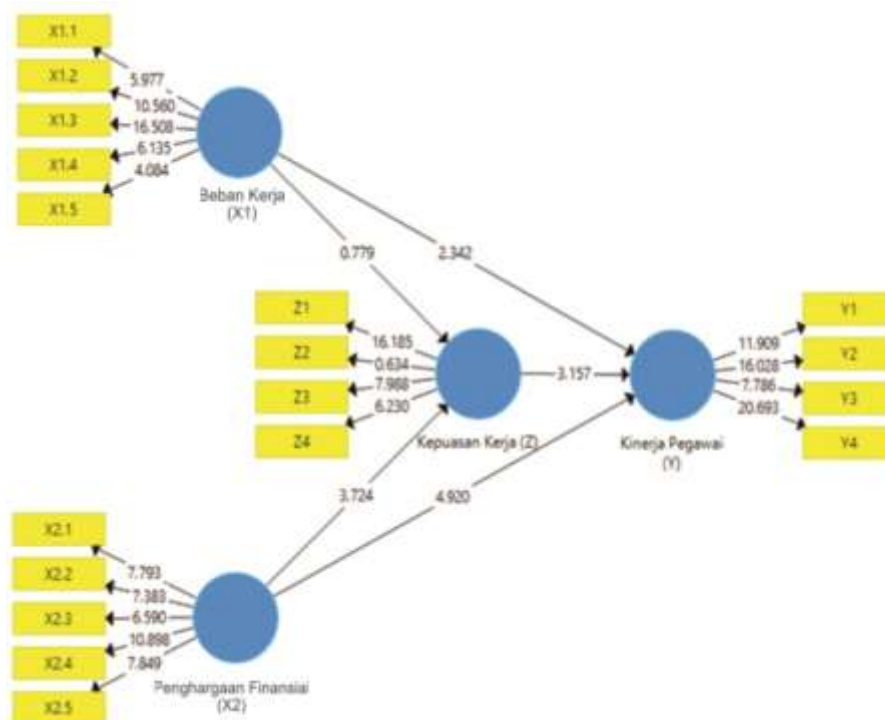
This test verifies the strength and significance of relationships between variables. According to Ghazali and Latan (2019), a path coefficient  $> 0.10$  indicates a strong relationship, while significance is achieved at the 0.05 level.

**Hypothesis Testing**

The final step in data analysis is hypothesis testing, which determines whether the independent variables affect the dependent variable, considering moderating variables. This is done by comparing the path coefficient with the T table. A hypothesis is significant if the t-value exceeds the critical value (1% = highly significant, 5% = significant, 10% = marginal), and not significant if below the 10% level. For one-tailed testing at 5% significance,  $H_a$  is accepted if  $T \geq 1.96$  or  $p\text{-value} < 0.05$ .

**RESULTS AND DISCUSSION**

**PLS Model**



**Figure 1.** PLS Model

From the PLS output, the factor loading for each indicator is shown above the arrows connecting variables and indicators. The path coefficients are displayed above the arrows linking the exogenous variables (employee performance) to the mediating variables (employee satisfaction) and the endogenous variables (psychological well-being and social support).

### Outer Model Measurement

#### a. Convergent Validity

The Average Variance Extracted (AVE) value indicates the magnitude of the indicator variance contained in its latent variable. Testing with the AVE value is more critical than composite reliability. The recommended minimum AVE value is 0.50.

**Table 2.** Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)
Psychological well-being (X1)	0.706
Social support (X2)	0.768
Employee Performance (Y)	0.613
Job Satisfaction (Z)	0.782

Source: Processed Data 2025

From Table 4.9, the test results with AVE values indicate that all constructs have potential validity for further testing. This is because the AVE values for all constructs are greater than 0.5.

#### b. Discriminant Validity

**Table 2** Factor Loading Values

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
X1.1 <- Psychological well-being (X1)	0.789	0.783	0.055	14,321	0,000
X1.2 <- Psychological well-being (X1)	0.873	0.874	0.028	30,928	0,000
X1.3 <- Psychological well-being (X1)	0.856	0.857	0.038	22,531	0,000
X2.1 <- Social support (X2)	0.889	0.866	0.038	23,103	0,000
X2.2 <- Social support (X2)	0.874	0.873	0.036	24,483	0,000
Y1 <- Employee Performance (Y)	0.856	0.835	0.040	21,064	0,000
Y2 <- Employee Performance (Y)	0.515	0.501	0.106	4,839	0,000
Y3 <- Employee Performance (Y)	0.495	0.483	0.110	4,497	0,000
Y4 <- Employee Performance (Y)	0.561	0.554	0.094	5,967	0,000
Y5 <- Employee Performance (Y)	0.848	0.853	0.027	30,923	0,000
Y6 <- Employee Performance (Y)	0.578	0.575	0.099	5,813	0,000
Z1.1 <- Job Satisfaction (Z)	0.888	0.682	0.076	9,048	0,000
Z1.2 <- Job Satisfaction (Z)	0.710	0.705	0.075	9,463	0,000
Z1.3 <- Job Satisfaction (Z)	0.555	0.547	0.101	5,472	0,000
Z1.4 <- Job Satisfaction (Z)	0.747	0.753	0.040	18,911	0,000

Source: Processed Data 2025

The Outer Loading Table estimation results show that all indicators are valid, as each has a loading factor of 0.50 or higher. Since the validity criteria based on outer loadings are fulfilled, the measurement model is suitable for further analysis.

c. Composite reliability

Composite reliability is an index that reflects how consistently a measuring instrument can produce reliable results. An instrument is considered reliable if repeated measurements of the same phenomenon yield similar results. In other words, reliability reflects the consistency of a measurement tool when applied to the same phenomenon. The full results are presented in the table below.

**Table 3.** Data Reliability

	<b>Cronbach's Alpha</b>	<b>rho_A</b>	<b>Composite Reliability</b>
Psychological well-being (X1)	0.792	0.804	0.878
Social support (X2)	0.762	0.829	0.869
Employee Performance (Y)	0.728	0.791	0.811
Job Satisfaction (Z)	0.781	0.707	0.775

Source: Processed Data, 2025

The construct reliability is measured by the composite reliability value. A construct is reliable if the composite reliability value is above 0.70, then the indicator is said to be consistent in measuring its latent variable. The test results show that the research constructs (variables), namely Psychological Well-being, Social Support, Job Satisfaction, and Employee Performance, have a composite reliability value greater than 0.7. So it is reliable.

**Structural Model Testing (Inner Model)**

a. Coefficient of determinant(R<sup>2</sup>)

Structural model testing is performed by examining the R-square value, which is a goodness-of-fit test. Inner model testing can be seen from the R-square value of the equation between latent variables. As follows:

**Table 4.11** R-Square

	<b>R Square</b>	<b>R Square Adjusted</b>
<b>Employee Performance (Y)</b>	0.566	0.553
<b>Job Satisfaction (Z)</b>	0.516	0.506

Source: Processed Data, 2025

R<sup>2</sup> value of 0.516 indicates that the model explains 51.6% of the variation in Job Satisfaction. The remaining 48.4% is influenced by other factors not included in the model and by error. This shows that Job Satisfaction is affected by Psychological Well-being and Social Support to the extent of 51.6%, while the rest is determined by other variables.

An R<sup>2</sup> value of 0.566 indicates that the model accounts for 56.6% of the variation in Employee Performance. The remaining 43.4% is explained by factors outside the model, including error. This means that Employee Performance is influenced by Psychological Well-being, Social Support, and Job Satisfaction by 56.6%, with the remaining 43.4% affected by other variables not included in the model.

b. Results from Inner Weights  
1. Direct Influence

**Table 4.12.** Inner Weight

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Welfarepsychological (X1) -> Employee Performance (Y)	0.346	0.345	0.073	4,750	<b>0,000</b>
Social support (X2) - > Employee Performance (Y)	0.371	0.380	0.086	2,989	<b>0,047</b>

Source:

Processed Data, 2025

Based on the table above, the conclusions are as follows:

- Psychological well-being has a significant positive impact on employee performance, with a T-statistic of 5.226 and a p-value of 0.047, which is below the  $\alpha$  level of 0.05 (5%).
- Social support has a significant positive impact on employee performance, with a T-statistic of 1.989 and a p-value of 0.000, also below the  $\alpha$  level of 0.05 (5%).

2. Indirect Influence

In addition to the direct effects shown in the hypothesis testing above, this model also allows for the assessment of total or indirect effects through the mediating variable. The results are presented in the following total effect table, which includes the mediating variable.:

**Table 4.13.** Total Effects (Mean, STDEV, T-Values)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Social support (X2) - > Job Satisfaction (Z) - > Employee Performance (Y)	0.387	0.398	0.070	5,499	<b>0,000</b>
Welfarepsychological (X1) -> Job Satisfaction (Z) -> Employee Performance (Y)	0.129	0.138	0.053	2,435	<b>0,015</b>

Source: Processed Data, 2025

Based on the total effect table, the conclusions are as follows:

- Psychological well-being significantly affects employee performance through job satisfaction, with a T-statistic of 5.499 and a p-value of 0.000, which is below the  $\alpha$  level of 0.05 (5%).
- Social support significantly affects employee performance through job satisfaction, with a T-statistic of 2.435 and a p-value of 0.015, also below the  $\alpha$  level of 0.05 (5%).

### Hypothesis Testing

The hypothesis test results represent the final conclusions of the statistical analysis, indicating whether the research hypotheses can be accepted or rejected based on the

collected data. Based on the tests of both direct and indirect effects in this study, the following summarizes the overall findings of the hypothesis testing.

**Table 4** Hypothesis Testing.

	Path Coefficient	t-statistic	p-value	Information	Signification	Type mediation
H1	0.346	4,750	0,000	Accepted	+ significant	-
H2	0.371	2,989	0,047	Accepted	+ Significant	-
H3	0.387	5,499	0,000	Accepted	Significant	-
H4	0.129	2,435	0,015	Accepted	Significant	-

H1: Psychological well-being (X1) has a significant positive effect on performance employee (Y).

H2: Social support (X2) has a significant positive influence on performance employee (Y).

H3: Social support (X2) has a significant influence on job satisfaction (Z) and also has a significant influence on employee performance (Y).

H4: Psychological well-being (X1) has a significant effect on job satisfaction (Z) and also has a significant influence on employee performance (Y).

This study shows that psychological well-being (X1) and employee social support have a significant positive effect on employee performance. Employee satisfaction, on the other hand, shows an average P-value of 0.047 to 0.015, which is smaller than the value of  $\alpha = 0.05$  (5%).

## Discussion

### The Effect of Psychological Well-being on Employee Performance

The study found that psychological well-being positively influences employee performance. Employees who maintain good psychological well-being tend to achieve higher performance levels. One supporting indicator, "I am able to fulfill my responsibilities to my family while still meeting workplace expectations," scored relatively high, indicating that employees successfully balance work and family life, which allows them to perform effectively.

Most respondents at BPR Bank Gresik are aged 20–40, generally at the peak of their energy and career ambitions, while also managing personal responsibilities such as family care and improving their quality of life. Maintaining psychological well-being helps employees balance these demands, reduce stress, enhance focus, and maximize energy use during work, ultimately boosting productivity and performance.

These findings align with previous research. Mendis and Weerakkody (2018) demonstrated that psychological well-being enhances employee performance. Similarly, Aslam (2019) found a significant positive effect of psychological well-being on performance in the education sector across eight universities in Pakistan, and Bataineh (2019) showed that

psychological well-being and workplace happiness significantly improved employee performance in Jordan's pharmaceutical industry.

### **The Effect of Social Support on Employee Performance**

The research also shows that social support positively affects employee performance. Higher levels of social support correlate with better employee performance in the workplace. Workplace social support can come from supervisors, coworkers, and even family, in forms such as emotional, instrumental, informational, and reward-based support. This support provides recognition, helps employees cope with stress, and enhances psychological well-being. Emotional support, for instance, allows employees to manage work-related stress, increasing motivation and self-confidence, which promotes better performance. Social support also fosters a harmonious and productive work environment. Employees who feel supported and valued are more committed, make better decisions, solve problems effectively, and are better prepared to handle workplace challenges. Organizationally, effective social support increases job satisfaction, loyalty, and retention. Conversely, insufficient support can lower motivation, increase stress, and reduce performance.

### **The Effect of Employee Psychological Well-being on Performance Through Job Satisfaction**

The study found that employee psychological well-being affects performance through job satisfaction. This aligns with attribution theory, which explains that individual behavior is influenced by specific circumstances or perceptions. Employees with higher psychological well-being tend to experience greater job satisfaction, which in turn enhances their performance. When both factors are optimized, employee performance improves. The research also shows that there is no significant gender difference among BPR Bank Gresik employees, making psychological well-being relevant for supporting work-life balance for both male and female employees. Both genders face similar challenges in managing work and personal responsibilities, including family, self-development, and professional demands. Maintaining psychological well-being allows employees to balance personal and professional needs, increasing job satisfaction. This satisfaction drives motivation, focus, and productivity, ultimately boosting performance. Effective psychological well-being strategies are therefore essential for creating an inclusive work environment and maximizing the potential of all employees.

Prior studies support these findings. Wolor et al. (2020) reported a positive effect of psychological well-being on performance. Rondonuwu et al. (2018) found a positive impact on job satisfaction. Herlambang & Murniningsih (2019) and Farhan et al. (2019) showed that job satisfaction mediates the effect of psychological well-being on performance, while Weerakkody et al. (2017) confirmed job satisfaction successfully mediates this relationship. In line with these studies, this research shows that improved psychological well-being enhances performance through increased job satisfaction.

### **The Effect of Social Support on Performance Through Job Satisfaction**

The study also indicates that social support positively affects employee performance through job satisfaction. Social support acts as a catalyst, enhancing performance by increasing employees' job satisfaction. When employees perceive support from coworkers, supervisors, or other social sources, they feel valued, which positively influences their

satisfaction. Social support manifests as emotional assistance, information sharing, and recognition. Emotional support from colleagues or supervisors helps employees manage work-related stress. Feeling appreciated increases job satisfaction, boosts self-confidence, and motivates employees to perform better and stay focused.

Higher job satisfaction is closely linked to improved performance. Satisfied employees tend to be more motivated, engaged, and committed to the organization, leading to higher quality work and better achievement of organizational goals. Social support also reduces stress and anxiety that can hinder performance. A supportive social environment equips employees to face challenges more effectively, maintaining focus and energy for optimal work performance. Overall, the study demonstrates that social support positively impacts employee performance through job satisfaction. Creating a supportive work environment and fostering strong relationships between employees and management can enhance satisfaction, which in turn improves individual performance and organizational outcomes.

## CONCLUSION

Based on the PLS analysis results examining the impact of various factors on employee performance, the following conclusions can be drawn: Psychological well-being positively affects employee performance. The findings show that BPR Bank Gresik employees understand their work responsibilities and feel competent in performing their tasks. When employees' psychological well-being aligns with their competencies, their performance improves. Social support contributes to enhanced employee performance. The study indicates that social support programs motivate employees to perform at their best, aiming for desired positions or career advancement. Psychological well-being improves performance through employee job satisfaction. BPR Bank Gresik's programs provide clarity in task assignments, meaningful work, and accessible feedback. This enhances psychological well-being, which increases job satisfaction and ultimately boosts performance. Social support enhances performance via employee job satisfaction. The results suggest that social support initiatives are effectively implemented. Employees appreciate the leadership's objective policies, which promote satisfaction and help them achieve optimal performance.

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