

Linking perceived organizational support to psychological empowerment: The mediating role of perceived employee fits

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Abstract: *The purpose of this research is to determine the mediating effect of perceived fit on the relationship between perceived organizational support and psychological empowerment in national private banking employees in Jakarta. This study uses a quantitative approach with an online survey method. Given the large population of employees in five national private banks in Jakarta, the researcher used non-probability sampling, specifically convenience sampling, to recruit respondents through the LinkedIn platform. The final sample size analyzed consisted of 200 private bank employees who were willing to complete the questionnaire. The mediation model was tested using Macro Process Model 4. The results showed that perception of organizational support has a significant positive effect on perception of fit. In addition, perceived fit has a significant positive effect on psychological empowerment, and perceived organizational support also has a significant positive effect on psychological empowerment. This study contributes to the literature on Social Exchange Theory to explain the mediation of employee's perceived fit in the relationship between organizational support and employees' psychological empowerment. This research provides a practical contribution that the awareness of private banking employees in Jakarta has a positive impact on psychological empowerment when employees feel supported by the organization.*

Keywords: *perceived organizational support; perceptual fit; psychological empowerment; Social Exchange Theory*

Menghubungkan antara dukungan organisasi yang dipersepsikan dengan pemberdayaan psikologis: Peran mediasi kesesuaian yang dipersepsikan karyawan

Abstrak: *Tujuan penelitian ini adalah untuk menguji efek mediasi persepsi kesesuaian terhadap hubungan antara persepsi dukungan organisasi dan pemberdayaan psikologis pada karyawan bank*

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swasta nasional di Jakarta. Penelitian ini menggunakan pendekatan kuantitatif dengan metode survei daring. Mengingat jumlah populasi karyawan yang besar di lima bank swasta nasional di Jakarta, peneliti menggunakan teknik pengambilan sampel non-probabilitas, khususnya penyampelan konvenien, untuk merekrut responden melalui platform Linkedln. Ukuran sampel akhir yang dianalisis terdiri dari 200 orang karyawan bank swasta yang bersedia mengisi kuesioner. Model mediasi diuji menggunakan Macro Process Model 4. Hasil menunjukkan bahwa persepsi dukungan organisasi memiliki efek positif yang signifikan terhadap persepsi kesesuaian. Selain itu, kesesuaian yang dirasakan karyawan memiliki pengaruh positif yang signifikan terhadap pemberdayaan psikologis, dan dukungan organisasi yang dirasakan juga memiliki pengaruh positif yang signifikan terhadap pemberdayaan psikologis. Penelitian ini memberikan kontribusi pada literatur Teori Pertukaran Sosial untuk menjelaskan mediasi kesesuaian yang dirasakan karyawan dalam hubungan antara dukungan organisasi dan pemberdayaan psikologis karyawan. Penelitian ini memberikan kontribusi praktis bahwa kesadaran karyawan bank swasta di Jakarta memiliki dampak positif terhadap pemberdayaan psikologis ketika karyawan merasa didukung oleh organisasi.

Kata kunci: dukungan organisasi yang dirasakan, kesesuaian persepsi, pemberdayaan psikologis, Teori Pertukaran Sosial

INTRODUCTION

In Indonesia, national private commercial banks are one of the main pillars in the banking industry. They typically exhibit greater operational flexibility, high efficiency, and support the growth of the domestic private sector, as they are largely owned by domestic private investors (Kasmir, 2018). These characteristics have a significant effect on the workload and work environment of banking employees in Jakarta. These pressures encourage the banking industry to become more competitive and respond to rapid market changes. In addition, banks also need to motivate their employees so that the organization is always alert to the challenges faced. Therefore, banks need to fulfil their employees' needs with elements that not only motivate them at work but also help create a happy workforce. Employees in general become psychologically stronger at work when employees receive organizational support (Ahmed et al., 2015). Organizational support makes employees feel valued and well-resourced, which in turn boosts their confidence and encourages them to be more proactive in their work.

In Organizational Support Theory, Eisenberger et al. (2020) stated that employees will develop a general perception of how the organization they work for values their contributions and cares about their well-being (perceived organizational support). On the other hand, an important thing to consider in strengthening or empowering employees' psychological feelings is their mismatch or incompatibility with the banking company environment, which is referred to as P-E fit or employees' perceived fit with the company. If this mismatch in perception continues, conflicts may arise while working in the organization. Therefore, it is necessary to have similarity or compatibility between the values held by employees and the organization in order to be aligned in perception to achieve common organizational goals (Ahmed et al., 2015). To equalize or adjust perceptions that employees believe in with the organization, various forms of support from the organization can be provided to employees. Verbal appreciation and in-depth communication regarding work achievements that employees have achieved can strengthen perceptions of organizational support. This shows that the organization cares and supports employees in their contribution to the organization (Sun, 2019). According to Islam et al. (2015), perceived organizational support (POS), provided by superiors, has a significant effect on employees' psychological empowerment, which in turn affects their performance. According to Modise (2023), psychological empowerment creates a positive reciprocal relationship between organizational members and is an effective method to actively improve employee performance in the organization. Research of Sayekti (2023), on employee support in the banking industry in Indonesia, shows that forms of support, such as the provision of adequate facilities, communities that support self-development, and efforts to create close relationships between employees and organizations, thereby increasing the sense of solidarity and kinship within the organization.

Using Social Exchange Theory as its foundation, this research studies POS in interpersonal relationships in organizations, and explains its significance in the relationship between subordinates and

superiors. The meta-analysis by Eisenberger et al. (2020) found that organizational policies (i.e., rewards, working conditions, and fair treatment of employees) are directly associated with POS. Furthermore, POS has been shown to have positive impact on increased job satisfaction and performance (Maan et al., 2020). Adongo et al. (2019) state that Social Exchange Theory emphasizes the importance of support sources, as individuals build different reciprocal relationships in accordance with diverse organizational goals. Research on the relationship of POS with job satisfaction by Maan et al. (2020), performance, organizational commitment, and turnover intention (Astuty & Udin, 2020) has received attention from researchers related to employee and organizational relationships. The literature reveals that organizations will achieve good results when their employees feel superior support in the organization (Maan et al., 2020).

Well-perceived support from the organization will make employees have a positive impact on the organization through their contributions. Employees will be more engaged in their work if they feel passion and pride in what they do, so that time seems to pass quickly and the experience can provide significant personal satisfaction. Previous research generally focuses on the relationship between perceived organizational support and psychological empowerment in relation to job satisfaction, turnover intention, job stress, and others. However, research on the effect of perceived organizational support and psychological empowerment on perceptual fit is still limited. A research by Gregory (2024) is one of the studies that explores the relationship between POS with perceptual fit and psychological empowerment. Based on the theoretical perspective of Social Exchange Theory, this study proposes that POS influences psychological empowerment by facilitating them in maintaining high-quality relationships, so that there is a feeling of fit between the employee and the organization. The authors suggest that perceived fit serves as an intervening variable that links POS with psychological empowerment. This study aims to fill the gap in literature by examining how perceptual fit can mediate the relationship between perceived organizational support and psychological empowerment, especially for employees working in the national private banking industry in Jakarta.

In organizational dynamics, Self-Validation Theory plays a crucial role. This theory explains that recognition from one's surroundings directly boosts an individual's self-confidence, which in turn encourages them to exhibit behavior consistent with workplace expectations (Briñol & Petty, 2021). Therefore, fostering alignment in perceptions between employees and the organizations is a top priority. According to Gregory (2024), perceptual alignment occurs when an individual's work values align with those of their colleagues. Conversely, a mismatch in these values can lead to frustration, uncertainty in decision-making, and barriers to interaction among employees (Gu et al., 2024). Strategically, organizations need to foster a shared understanding, as a tangible form of support, to help employees effectively meet the company's expectations.

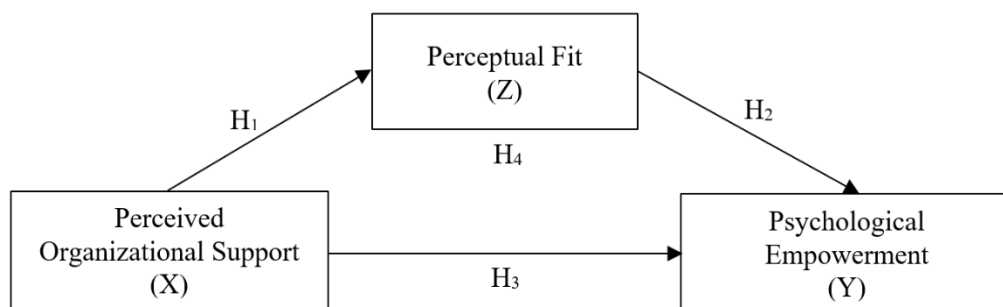


Figure 1. Conceptual framework

Source: Gregory (2024)

This study uses the lens of Social Exchange Theory to explain that psychological empowerment is influenced by the behavior of organizational leaders by facilitating employees in maintaining quality relationships so that employees will feel a good fit or in accordance with their perceptions (see Figure 1). The authors argue that perceptual fit functions as a mediating variable that links POS to psychological empowerment. Perceptual fit is defined as a specific form of value congruence that compares an individual's perception of the values in their work environment with the perceptions of others in the workplace (Gregory, 2024). Meanwhile, psychological empowerment is the employee's perception of their level of competence, influence, and autonomy over their work environment and their control

over their personal lives, as well as how employees develop a sense of critical understanding of the situations they face (Coun et al., 2022; Molix & Bettencourt, 2010).

POS is described as the extent to which employees believe that the organization wants to support and reward them (Eisenberger et al., 2020). POS represents employees' statements about the quality of company policies that affect them. Employees believe that organizations have characteristics like humans, thus leading employees to develop beliefs about how well organizations treat them, which in turn is reflected in resource allocation (Ohemeng et al., 2020). Beliefs about POS develop over time as employees evaluate the treatment they receive from their organization, including access to information and the availability of resources that help them do their jobs well (Kurtessis et al., 2017).

Gregory (2024) argues that the reciprocal nature as a basic component in a relationship is defined as a general feeling that someone is obliged to repay what is experienced when he receives favorable treatment. Based on this reciprocal nature, in the context of POS, it is believed that a feeling of obligation will arise in employees, especially employees who care about the welfare of the organization, these employees will feel obliged to return something to the organization. Eisenberger et al. (2020) explained that high POS is associated with employees who feel obliged to care about the welfare of the organization to achieve its goals, so that employees are motivated to do things that are valued by the organization. Therefore, employees who have high POS may feel the need to pay back to the organization by trying to understand that their perceptual fit will have an impact on increasing internal motivation so that they feel they have the autonomy to direct themselves in helping the organization achieve its goals and expectations. When these socio-emotional needs are met through POS, individuals' social identity becomes more closely linked to their status in the organization (Gregory, 2024), and individuals become more psychologically empowered and thus more motivated to integrate. Integrating means wanting to understand exactly who they are. On the other hand, people with low POS tend to identify less with the organization, which will have the same impact on their self-confidence.

Employees tend to use company values in the banking industry when they are shown the way to achieve higher status or receive rewards (Anthonysamy et al., 2025). Individuals with high POS tend to be more confident that the organization will reward their efforts (Eisenberger et al., 2020), further motivating high POS individuals to learn more about the organization. Access to more valuable information may improve one's performance (Ohemeng et al., 2020); when employees feel they have sufficient resources, as indicated by high levels of POS, this will have an impact on increasing levels of conformity (Rayton et al., 2019). When individuals inquire more information about the organization's values and seek feedback on their own performance, they are better equipped to integrate said organization's values into their own personal value set (Rabl et al., 2020). Thus, the antecedents and consequences of perceived fit may increase employee awareness on normative behaviors in the organization and are predicted to increase perceptions of fit (Baldassari et al., 2023). Gregory (2024) found that POS is closely related to perceptual fit, where the alignment between employee values and organizational values supports the formation of a positive perceptual fit.

H₁: Perceived organizational support is related to perceived fit.

Psychological empowerment is an intrinsic motivation manifested through four cognitive elements such as meaning (the significance of work), competence (belief in one's own abilities), autonomy (independence in action), and impact (strategic contribution). These four factors form a unified construct of empowerment influenced by the alignment of values between employees and the organization (Hamid et al., 2019; Gregory, 2024). Employee with a high degree of alignment with organizational values can predict their colleagues' behavior and tend to react similarly to situations, while a lack of alignment leads to irregularities in routines (Li et al., 2019). A high level of perceptual fit enhances employees' understanding of the work environment and their awareness of their own competencies. With a solid understanding of the organization, employees become more adaptable and productive. They tend to view their work as meaningful and beneficial to the company because they have a thorough understanding of the organizational system. The Congruence Theory posited the individuals have an innate drive to control their work through alignment between the self and the work environment (Rayton et al., 2019; Gregory, 2024). A clear understanding of organizational expectations and norms has proven effective in mitigating job uncertainty (Buheji et al., 2020), which in turn enhances self-efficacy and fosters autonomy in decision-making. This creates a sense of empowerment that is essential for enhancing employee satisfaction, organizational commitment, and performance motivation (Modise, 2023). Gregory (2024) explains that psychological empowerment is subjective

because everyone interprets managerial practices differently. Employees who feel good with the organization will have a better understanding of their roles and a strong sense of control over their environment. This encourages them to take a more active role in shaping their work environment, which ultimately has a positive impact on organizational outcomes.

H₂: Perceptual fit is related to psychological empowerment.

Maan et al. (2020) states that individuals who feel organizational support for their work situation tend to experience psychological empowerment. Psychological empowerment is defined as a series of situations in which an individual or group can believe that they have control over their work. When individuals experience empowerment, they realize that their work is important, and they can make their own decisions. They realize that their work has an impact on organizational effectiveness, which in turn improves performance and job satisfaction. Smart organizations have been advised to empower employees by involving them in decision-making, thus making employees believe that their work has meaning. A portion of Maan et al. (2020) research results showed that POS is related to PE.

H₃: There is a relationship between perceived organization support and psychological empowerment.

Perceptual fit acts as a mediating variable in the relationship between POS and psychological empowerment. Perceptual fit mediates how support provided by the organization can affect psychological empowerment. When organizations provide perceived support, such as rewards and recognition (POS), employees will perceive that their values are aligned with those of the organization. Fit that employees feel creates a deep sense of involvement, which can increase self-empowerment to contribute more to the organization. Employees feel more psychologically motivated because employees feel that their work has a significant influence, and they have control over their work (Sukmayanti & Sintaasih, 2018). As a mediator, perceptual fit mediates the relationship between POS and psychological empowerment, namely by transforming organizational support into a deeper understanding of shared values and an increased sense of involvement. Gregory (2024) research shows that support provided by the organization affects how employees feel fit between their personal values and organizational goals. Furthermore, Degago & Aschale (2018) confirms that high psychological empowerment, which arises from perceptual fit, has a positive impact on employee performance. Therefore, perceptual fit, as a mediating variable, helps explain how POS can lead to psychological empowerment by increasing employees' sense of value alignment and engagement, which ultimately contributes to better performance and job satisfaction.

H₄: Perceptual fit mediates the relationship between POS and psychological empowerment.

METHOD

By using convenience sampling techniques, this study obtained 200 respondents who are employees working in the national banking industry in Jakarta in mid-2024. Taking advantage of easy digital access through Google Forms, the researchers contacted respondents via LinkedIn. The researcher selected employees from five private banks in the Jakarta area as the research sample due to their representation of the banking industry and adequate data accessibility. This approach allows the researcher to obtain relevant and comprehensive information, providing an in-depth picture of the dynamics and characteristics of the population under study.

Perceived organizational support (POS) was measured using the scale from Eisenberger et al. (2020). Examples of POS question items are as follows, the organization is fair in rewarding the contributions that employees have made; when I have difficulty in carrying out my work, my supervisor is willing to help; and my contribution is valued by the organization. Psychological empowerment (PE) was measured using Spreitzer's psychological empowerment (Khairani et al., 2021). Examples of PE question items are as follows, I consider what I do in the organization to be very important; I have control over the work I do in the organization; I feel I have control over the choices I make in the organization; and I believe that I can make a significant impact on the organization. Perceptual fit (PF) was measured using items developed by Kristof (Li et al., 2019). The following are examples of PF question items, such as the personal values I have with the values embraced by the organization are aligned; the company needs the skills and abilities I have; I am given full support by the organization; and even though my personality is different from my colleagues, we can still work together at work. The

three variables were assessed by respondents on a Likert scale, ranging from 1 = strongly disagree to 5 = strongly agree.

Testing the mediation model is carried out using software developed by Hayes (2018); the aim is to evaluate the impact of the direct relationship between POS and PE, as well as the impact of indirect relationships through PF. To test the overall relationship between POS and PF (total effect), a causal approach is used to ensure that the variables used meet the mediation criteria. Mediation testing is carried out in several steps, namely (1) the effect of independent variable on mediating variable, this test measures whether POS (X) has a significant effect on perceptual fit (Z); the effect is considered significant if the p -value < 0.05 ; (2) effect of mediating variable, tests the effect of perceived fit on psychological empowerment; this test assesses whether perceptual fit (Z) has a significant influence on psychological empowerment (Y); the effect is considered significant if the p -value < 0.05 ; and (3) effect of independent and mediating variable on dependent variable, this test identifies whether POS (X) and perceptual fit (Z), together, have a significant influence on psychological empowerment (Y); the effect is considered significant if the p -value < 0.05 . In this study, testing was carried out to identify the direct effect and indirect effect through Macro Hayes software, with perceptual fit as a mediating variable, namely (a) the direct effect refers to POS and perceptual fit on psychological empowerment and (b) the indirect effect describes how POS affects psychological empowerment through perceptual fit as a mediating variable.

In this study, to determine whether the mediating variable, perceptual fit (Z), has a significant effect, the bootstrapping method is used. Bootstrapping is a statistical technique that randomly replicates or resamples sample data to produce new simulated data (Ghozali, 2016). The significant effect of the mediating variable is assessed based on the lower limit confidence interval (BootLLCI) and upper limit confidence interval (BootULCI) values. The mediating variable is considered significant if both values do not pass 0; this indicates that perceptual fit (Z) significantly mediates POS (X) and psychological empowerment (Y).

RESULTS AND DISCUSSION

Results

The return rate of this research questionnaire was quite high at 80% (200/250 respondents). Overall, 63.5% of respondents are male and 36.5% are female, 13.5% are married and 86.5% are unmarried. On average, 49% of respondents are 20-24 years old, 31.5% are 25-29 years old, 10.5% are 30-34 years old, and the remaining 9% are 35-54 years old. Most respondents live in the North Jakarta area as much as 13%, South Jakarta 14%, West Jakarta 25.5%, East Jakarta 10%, Central Jakarta 8.5%, and the remaining 29% in Bogor, Depok, Tangerang, and Bekasi. Meanwhile, the respondents' work areas are 42% working in South Jakarta, 26.5% in Central Jakarta, 18.5% in West Jakarta, 7.5% in North Jakarta, and 5.5% in East Jakarta. The respondents' working periods are 41% working < 1 year, 25.5% working 1-3 years, 20% working 3-5 years, and 13.5% working > 5 years. Most respondents' job titles are 71% staff, 14% supervisor, 14% manager, 0.5% director, and the rest are 0.5% assistant managers.

Table 1. Means, standard deviations, Cronbach alpha (α), and correlation coefficients of perceived organizational support, perceptual fit, and psychological empowerment

Variable	Mean	SD	α	1	2
Perceived organizational support	4.10	0.62	0.92		
Perceptual fit	3.97	0.58	0.90	0.750**	
Psychological empowerment	3.99	0.58	0.87	0.619**	0.665**

Source: Data processing results (2025)

Overall, all variables used in this study are correlated, Table 1 shows that POS is significantly correlated with perceptual fit ($r = 0.750$; p -value = $0.000 < 0.05$) and psychological empowerment ($r = 0.619$; p -value = $0.000 < 0.05$). Likewise, psychological empowerment is significantly correlated with perceptual fit ($r = 0.665$; p -value = $0.000 < 0.05$). The question items in this study are reliable; this can be seen from the α value of perceived organizational support, which is 0.92, perceptual fit $\alpha = 0.90$, and

psychological empowerment $\alpha = 0.87$. Validity testing using Pearson's bivariate correlation method showed that the correlation between the item scores and the total scores for all questionnaire questions had a correlation coefficient value $> r$ table (0.138).

Table 2. The validity test results

Variable	Number of items	Range of r value
Perceived organizational support	12	0.623-0.825
Perceptual fit	11	0.601-0.774
Psychological empowerment	12	0.573-0.778

Source: Data processing results (2025)

The mediation test, used in this study, is the Macro Hayes test. Related to the Macro Hayes test in this study, the effect of the relationship between POS (X) on psychological empowerment (Y), mediated by perceptual fit (Z), is tested. This study uses Hayes Model 4. In testing hypothesis using Macro Hayes (see Table 3). Table 3 shows hypothesis testing on the independent variable (X), POS, on the mediating variable (Z), perceptual fit. The results of hypothesis testing using the Macro Hayes method show that POS has a significant effect on perceptual fit. This can be seen through the p -value = 0.0000, which is smaller than the α value = 0.05. Therefore, based on the results of the tests carried out, it can be concluded that hypothesis 1 is supported.

Table 3. Relationship of variable X (POS) to variable Z (PF)

Model summary	Mean_Z	R	R-sq	MSE	F	df1	df2	p
		0.7497	0.5620	0.1497	254.0905	1	198	0.0000
		Coeff.	SE	t	p	LLCI	ULCI	
Model	Constant	1.0663	0.1843	5.7846	0.0000	0.7028	1.4298	
	Mean_X	0.7084	0.0444	15.9402	0.0000	0.6208	0.7961	
Standardized coefficients	Mean_X	Coeff.						
		0.7497						

Source: Data processing results (2025)

Table 4 shows that POS ($t = 3.5334$; $p = 0.0005$) and perceptual fit ($t = 5.8778$; $p = 0.0000$), both affect psychological empowerment at $p < 0.05$.

Table 4. Relationship between variable X (POS) and variable Z (PF) to variable Y (PE)

Model summary	Mean_Y	R	R-sq	MSE	F	df1	df2	p
		0.6895	0.4754	0.1813	89.2468	2	197	0.0000
		Coeff.	SE	t	p	LLCI	ULCI	
Model	Constant	0.9951	0.2194	4.5362	0.0000	0.5625	1.4277	
	Mean_X	0.2612	0.0739	3.5334	0.0005	0.1154	0.4070	
	Mean_Z	0.4598	0.0782	5.8778	0.0000	0.3055	0.6140	
Standardized coefficients	Mean_X	Coeff.						
		0.2755						
	Mean_Z	0.4583						

Source: Data processing results (2025)

Table 5 as in the testing stage using Macro Hayes, the total effect of POS (X) on psychological empowerment (Y), shows that POS ($t = 11.0945$; $p = 0.0000$) has a significant influence on psychological empowerment, which is indicated by the p -value < 0.05 .

Table 5. Total effect model

Model summary	Mean_Y	R	R-sq	MSE	F	df1	df2	p
		0.6192	0.3833	0.2121	123.0888	1	198	0.0000
		Coeff.	SE	t	p	LLCI	ULCI	
Model	Constant	1.4854	0.2194	6.7698	0.0000	1.0527	1.9181	

	Mean_X	0.5869	0.0529	11.0945	0.0000	0.4826	0.6912
Standardized	Coeff.						
coefficients	Mean_X	0.6192					

Source: Data processing results (2025)

Table 6 shows the influence of perceptual fit mediation on the relationship between X and Y which includes the total influence, indirect influence and direct influence on the influence of X on Y. Table 6 shows the results of testing the variable (Y), namely psychological empowerment; the results of hypothesis testing with the Macro Hayes test show that perceptual fit has a significant effect on psychological empowerment, with a p -value = $0.000 < 0.05$ (hypothesis 2 is supported). For POS, there is a significant influence on psychological empowerment, as indicated by the p -value < 0.05 , which is 0.0005 , so that hypothesis 3 is supported.

Table 6. Total, direct, and indirect effects of POS (X) on psychological empowerment (Y)

Total effect of X on Y							
Effect	SE	t	p	LLCI	ULCI	c' cs	
0.5869	0.0529	11.0945	0.0000	0.4826	0.6912	0.6192	
Direct effect of X on Y							
Effect	SE	t	p	LLCI	ULCI	c' cs	
0.2612	0.0739	3.5334	0.0005	0.1154	0.4070	0.2755	
Indirect effect (s) of X on Y							
Effect	BootSE	BootLLCI	BootULCI				
0.3257	0.0748	0.1875	0.4816				

Source: Data processing results (2025)

Perceptual fit can mediate the relationship between POS and psychological empowerment. This can be proven by looking at the indirect effect of POS on psychological empowerment which has a value of 0.3257. This value is between the BootLLCI value (lower limit) of 0.1875 and BootULCI (upper limit) of 0.4816 (hypothesis 4 is supported).

Overall, the hypothesis testing in this study is shown in Table 7. Hypothesis 1 suggests that POS is related to perceived fit. The hypothesis is accepted based on the results which show that the more their perceptions match support employees feel from their organization, the higher fit of employee perceptions of organizational goals and values. A study, conducted by Gregory (2024), found that employees who feel supported by organization tend to develop a better understanding of the organization because POS provides access to adequate information and resources, and facilitate positive social interactions with other employees. With high POS, employees more easily fit in and align their personal values with those of the organization, which in turn improves perceptual fit. Support employees feel from the organization also helps reduce a sense of vagueness and increases confidence in learning and understanding the organizational culture. Therefore, the results of this study support the hypothesis that POS is significantly related to perceptual fit, where support provided by the organization not only improves employees' performance and well-being, but also assists them in aligning themselves with organization's culture and values.

Hypothesis 2 shows that there is a significant positive relationship between the mediating variable, perceptual fit and the dependent variable, psychological empowerment. This means that the higher level of employee perceptual fit, the higher psychological empowerment they feel. Psychological empowerment involves intrinsic motivation which includes meaning, competence, self-determination, and impact (Gregory, 2024). Employees who experience high perceptual fit can understand organizational values better, thereby increasing feelings of competence, job meaning, and impact from their work.

Table 7. Results of hypothesis-testing

Hypothesis	Relationship	Coefficient	t-stat	p-value	Conclusion
H ₁	POS (X) → PF (Z)	0.5869	11.0945	0.0000	H ₁ supported
H ₂	PF (Z) → PE (Y)	0.4598	5.8778	0.0000	H ₂ supported

H ₃	POS (X) → PE (Y)	0.2612	3.5334	0.0005	H ₃ supported
H ₄	POS (X) → (Z) → (Y)	Indirect effect 0.3257 BootLLCI 0.1875 BootULCI 0.4816			H ₄ supported

Source: Data processing results (2025)

Research, that has been conducted by Rabl et al. (2020), showed that employees with high levels of perceptual fit were able to predict their colleagues' responses more accurately, which reduced stress and increased understanding of organizational values. In addition, research by Rayton et al. (2019) and Gregory (2024) emphasize that employees tend to seek jobs where they feel they fit. High perceptual fit provides more opportunities for employees to feel independent and competent. Thus, high perceptual fit contributes to increased employee psychological empowerment.

Hypothesis 3 shows that POS is significantly related to psychological empowerment. This means that the higher support is felt by employees, the higher psychological empowerment they feel. This result supports the research of Sukmayanti & Sintaasih (2018), who found that strong organizational support can increase employee psychological empowerment. Their research shows that employees who feel support from the organization tend to experience an increase in aspects of psychological empowerment, such as the meaning of work, competence, autonomy, and impact. Support provided by organization increases employees' self-confidence and autonomy and makes them feel more empowered and emotionally involved. This study also supports the research of Degago & Aschale (2018), that POS contributes to increasing psychological empowerment by strengthening the sense of competence and autonomy. Employees who feel supported by their organizations show higher levels of psychological empowerment because they feel more capable and more involved in their work. In addition, Ugwu et al. (2014) shows that psychological empowerment increases when employees feel adequate support and resources from their organization, which in turn increases their sense of control and autonomy in their work. Thus, high organizational support is essential for improving employees' psychological empowerment, reinforcing the findings from previous studies that show a positive relationship between these two variables.

The results of mediation testing in hypothesis 4 show that perceptual fit mediates the relationship between POS and psychological empowerment. This means that support provided by organization affects psychological empowerment not only directly, but also through perceptual fit. With an indirect effect value of 0.3257, which is greater than the direct effect value of 0.2612, it can be concluded that perceptual fit can be a mediator in the relationship between POS and psychological empowerment. When employees feel organizational support, they will feel supported and feel like they fit in with organization, which ultimately impacts feelings of psychological empowerment. The results of hypothesis testing with Macro Hayes are shown in Figure 2.

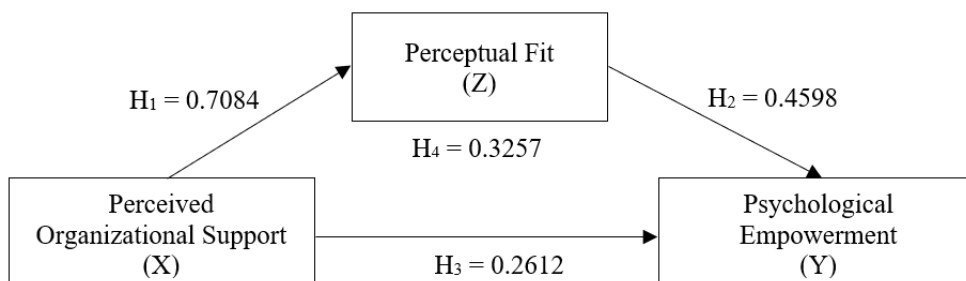


Figure 2. Hayes Macro hypothesis test result

Source: Data processing results (2025)

Discussion

These findings contribute to the organizational behavior literature by supporting the results of previous research linking POS, perceptual fit, and psychological empowerment. The results show that perceptual

fit mediates the relationship between POS and psychological empowerment for banking employees working in Jakarta, Indonesia. In accordance with the principle of fit, for workers in Jakarta, Indonesia, POS will be related to perceptual fit (hypothesis 1). Furthermore, perceptual fit will also be related to psychological empowerment (hypothesis 2). Interestingly, this principle applies generally to the effect of POS on perceptual fit. The findings of this study support existing research results in Western literature by Gregory (2024), that POS is related to perceptual fit, that feelings of fit will arise when employees perceive support from organization. To support hypothesis 2, there is a significant relationship between perceptual fit and psychological empowerment. Indonesians perceive psychological empowerment in a similar way to Westerners. In other words, they have a greater sense of individual self-control, and it motivates them to be more engaged at work or feel psychological empowerment.

The overall results of this study provide managerial implications. Employees feel that the organization provides fair rewards, adequate promotion opportunities, and full support from superiors. Therefore, managers need to maintain transparency in the reward and promotion system and ensure that employee welfare programs remain comprehensive. Very high supervisor support indicates the importance of leadership qualities, so communication and leadership training should be strengthened. Rewards for highly rated achievements should also be maintained with an effective system. Although the overall POS score is high, the organizations should continue to monitor and improve support to employees to maintain their satisfaction, motivation, and productivity. Employees feel their work is meaningful and important and have sufficient expertise to perform tasks well. However, there are areas that require more attention, such as sense of self-determination and sense of impact, where the values are relatively lower. To increase overall psychological empowerment, managers should focus on providing greater autonomy at work, ensuring employees feel they have a significant impact, and strengthening relationships among coworkers. Training and development programs should be designed to increase employees' skills and confidence, and communication strategies should be strengthened to increase employees' sense of connectedness and perceived impact on the organization. Perceptual fit measures the fit between employees' personal values and organizational values, as well as how individual needs and goals fit with organizational goals. These results show that employees feel quite fit with the organizations in terms of their values, goals, and meeting their needs. However, to further improve perceptual fit, managers need to pay attention to aspects, such as developing skills in line with organizational needs, increasing support provided to employees, and paying attention to fit between individual characteristics and organizational culture. By strengthening the alignment of values and goals, and ensuring employees feel supported and cared for, organizations can increase employee job satisfaction, commitment, and productivity, and reduce employee turnover rates.

CONCLUSION AND SUGGESTIONS

In addition to the exploration of the antecedents of perceptual fit, this study also contributes to the outcomes associated with perceptual fit. The results of the macro-Hayes analysis show that POS has a significant positive influence on perceptual fit. This indicates that support provided by the organization directly contributes to an increase in the compatibility of values and goals between employees and the organization. Perceptual fit has a significant positive influence on psychological empowerment. Employees, who feel a high fit with the values and goals of the organization, tend to have a higher level of psychological empowerment. POS has a significant positive influence on psychological empowerment. This shows that support provided by the organization has a direct positive impact on employee psychological empowerment. Perceptual fit functions as a mediator in the relationship between POS and psychological empowerment. It is proven that through the indirect effect value of POS on psychological empowerment, through perceptual fit, is greater than the direct value of POS on psychological empowerment. Thus, perceptual fit strengthens the positive impact of PS on psychological empowerment.

There are some of the limitations of this study. This study uses a cross-sectional approach (i.e. only collecting data at one specific point in time), so it cannot see changes that occur over time. This study is limited to Jakarta area; therefore, its findings may not directly apply to other regions due to differences in cultural, environmental, and organizational contexts. Contributions that this research can make to the organization, namely, increase transparency and fairness, ensure that the reward and

promotion system is fair and transparent to employees, so that employees feel equally recognized and valued; develop leadership, provide training to improve managers' communication and leadership skills so that they can better support employees; strengthening support and welfare, regularly evaluate and improve support and welfare programs to maintain employee motivation and satisfaction; provide autonomy and recognition, increasing employees' autonomy at work and strengthening recognition of the impact of their contributions can increase their sense of accomplishment; match skills and goals, ensure employee skill development is aligned with organizational needs and create an environment that supports their personal values; and reducing employee turnover, focus on increasing job satisfaction and commitment to reduce turnover rates and increase employee retention. There are suggestions for future research. It is necessary to consider using other mediator variables such as other psychological or social variables, using different contexts to obtain more general findings, using longitudinal research design to examine the long-term effects of perceived organizational support on employees' psychological empowerment, and using mixed-methods research, to gain a deep understanding of the relationships among variables.

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