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Research paper



The Influence of Leadership Style on Employee Performance in Jordanian Banks: The Mediating Role of Perceived Organizational Support

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Abstract

This study aimed to identify the impact of leadership style, with its various elements (transformational leadership and transactional leadership), on improving employee performance in Jordanian commercial banks. The study also aimed to identify the mediating role of perceived organizational support in determining the relationship between leadership style and employee performance in the banks under study. The study population consisted of Arab Bank, Jordan Ahli Bank, Jordan Capital Bank, and Jordan Commercial Bank, where purposive sampling was used by publishing an electronic questionnaire (online questionnaire) via the Google Form website to assistant managers, supervisors, and executive directors; 356 responses were received. The data was subjected to statistical analysis. The study concluded that the combined elements of leadership style had an impact on improving employee performance in the Jordanian banks, given the presence of perceived organizational support. The effect of perceived organizational support on the relationship between transactional leadership style and employee performance was not proven. The study recommended that the banking sector focus on inspiring, motivating, and supporting its employees with a clear vision, personalized attention, and intellectual stimulation. However, the banks need to develop a culture of perceived organizational support.

Keywords: *Leadership Style; Transformational Leadership; Transactional Leadership; Employee Performance; Perceived Organizational Support.*

1. Introduction

Over the years, organizations worldwide have come to realize that human resources are the cornerstone of achieving sustainable competitive advantages, particularly in knowledge- or service-based enterprises, such as banking (Adeniyi, 2023; Agustian et al., 2023). Jordanian banks' reliance on traditional transaction methods has proven insufficient in keeping pace with the rapid technological advancements and the increasing demands of global financial markets (Shehadeh, 2025). In this context, the distribution and availability of bank branches across all cities and governorates of the Kingdom (Gharaibeh et al., 2024; Hendawi et al., 2024) are also affected by the nature of services, which tend to be routine, rigid, and difficult to access. Leadership style has emerged as a paramount influence on employee performance among the myriad organizational factors that affect workforce performance (Asiedu et al., 2025). Leadership defines direction, provides goals, and shapes the details of organizational culture, job involvement, motivation, and, ultimately, performance at both the individual and collective levels (Bass & Avolio, 1994; Judge & Piccolo, 2004). In this context, leaders are expected to not only adapt their style to influence task completion but also to create an atmosphere where employees feel appreciated and taken care of (Baig et al., 2021). Nevertheless, economic studies show that leadership influences employee performance mostly via multiple causes, whether psychological or organizational (Mohiuddin, 2017).

Perceived Organizational Support (POS) serves as a significant mediating variable in organizational research. POS refers to employees' perceptions of the extent to which their organization values their contributions and cares about their well-being (Eisenberger et al., 1986). According to organizational support theory, leadership behaviors that emphasize empowerment, participation, and support can strengthen employees' perceptions of organizational support, which in turn enhances affective commitment, job satisfaction, and performance (Rhoades & Eisenberger, 2002). Both transformational and transactional leadership styles are particularly effective in fostering POS, as they build trust, provide recognition, and create development opportunities (Kurtessis et al., 2017). Thus, leadership that actively demonstrates care and appreciation not only improves employees' perceptions of organizational support but also contributes to stronger motivation and improved performance outcomes. Therefore, the current study seeks to examine the relationship between leadership style and employee performance within the context of Jordanian banks and to explore the mediating role of perceived organizational support (POS). This research suggests that how leaders act can affect how well employees perform, both directly and by creating a sense of support from the organization. Leaders who demonstrate fairness, support, and recognition can foster employees' sense of organizational care, which in turn encourages them to reciprocate with higher levels of commitment and performance (Asgari et al., 2020; Gaudet & Tremblay, 2017). By looking into these relationships in a changing political and economic situation, the study helps improve theories and provide practical

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advice for better leadership and employee performance in the Jordanian banking sector. Employee performance is a major management issue that affects the success and sustainability of firms, especially in complicated industries like banking (Abdelwahed et al., 2025; Mishra et al., 2025). Identifying poor employee performance is crucial, as it is part of the behavioral changes that occur during employment (Hajiali et al., 2022). Previous research on employee performance has demonstrated that low performance leads to employees not performing their assigned tasks to the best of their ability (Bai et al., 2025; Kharub et al., 2025). Poor employee performance has been linked to lower productivity, poor customer service, and more mistakes (Tong et al., 2021).

2. Problem Statement

To improve employee performance, it is essential to focus research on the factors that influence and enhance it. Employee performance is how well an employee accomplishes a company's tasks (Hajiali et al., 2022). Employee performance reflects the efficiency, quality, and goal attainment of individuals in fulfilling job responsibilities within the constraints of organizational resources and systems (Alshemmari, 2023). Leadership style and perceived organizational support are crucial factors in employee performance (Aloqaily & Masa'd, 2023; Nanjundeswaraswamy et al., 2025). Leadership style affects employee performance, organizational results, engagement, and reactions to organizational goals. Transformational leadership is well-studied for inspiring individuals via vision, trust, and personal attention, enhancing performance and work happiness (Elshaer et al., 2025; Saleem, 2025). Transactional leadership emphasizes visible actions, performance-based rewards, and corrective action to achieve short-term goals for well-defined positions. Different leadership styles are vital for organizations that want supportive and high-performing employees (Robinson, 2025; Sharma et al., 2025). There are several leadership styles, but this research focuses on transactional and transformational. Several previous scholarly articles have recommended exploring transformational leadership for enhancing employee performance and broadening the scope and enhancing the generalizability of transformational leadership, especially regarding its influence in sectors, ultimately leading to performance improvement (Qalati et al. 2022). The current research addresses a gap identified in earlier studies and follows recommendations to examine employee performance under transactional leadership across various sectors, such as services, banking, and education, and larger and more diverse groups of participants, not just entrepreneurs, and finally examines the impact of different leadership styles (Abdelwahed et al., 2025). Perceived organizational support (POS) also increased work dedication and performance by showing employees that the company cares about them and values their efforts (Putra & Sara, 2025). To further understand the link between POS and employee performance, scholars urge that more research be conducted. Shabbir et al. (2021) noted that there is little research on the association between POS and employee performance in the banking business. After these studies, there is still a vacuum in understanding what affects employee performance, especially in banking. However, there is limited emphasis on understanding its drivers within the banking sector of developing nations like Jordan. This study seeks to address the full gap by examining the primary factors affecting employee performance and emphasizing the mediating role of perceived organizational support. Considering the above, the problem of the study is represented in answering the following research questions:

1) Do leadership styles (transformational and transactional) influence employee performance in the Jordanian banking sector?
2) Does perceived organizational support influence employee performance in the Jordanian banking sector?
3) Does perceived organizational support mediate the relationship between leadership styles (transformative and transactional) and employee performance in the Jordanian banking sector?

3. Literature Review

3.1. Leadership style and employee performance

Transactional and transformational leadership have been extensively discussed in organizational literature (Martinez& Leija, 2023). Transactional leadership incentivizes followers through immediate incentives (Dong, 2023). Transformative leadership, on the other hand, involves a manager or supervisor changing the values of their subordinates to achieve organizational goals (Schiuma et al., 2024).

There have been several studies that look at the link between leadership style and employee performance (Wuryani et al., 2021; Mansyur et al., 2022). Studies that look at the link between different types of leadership and employee performance always show that the way leaders lead has a direct effect on how well employees do their jobs. For example, Khudhair et al. (2022) conducted a study that showed a statistically significant link between the way a leader leads and how well their employees do their jobs. Saputra (2023) observed that the way a leader leads has a big and beneficial effect on how well their employees do their jobs. Saffrudin and Nohong (2023) found a positive correlation between leadership styles and employee performance, indicating that the degree of alignment between these leadership styles and employees' needs positively influences employee performance outcomes. In the context of Jordan, Rawashdeh et al. (2020) indicate that in the telecommunications sector, the results indicate a significant and positive association between transformational leadership and both job satisfaction and employee performance. Consequently, the following hypotheses:

H1: There is a significant and positive relationship between transformational leadership style and employee performance.

H2: There is a significant and positive relationship between transactional leadership style and employee performance.

3.2. Perceived organizational support to employee performance

Perceived organizational support refers to the extent to which employees believe their organization appreciates their efforts, is concerned for their well-being, and attends to their socioemotional needs (Ilyas et al., 2023). However, Sabir et al. (2022) indicate that employees who receive less organizational assistance are more likely to perform poorly and struggle to meet goals. Previous studies have shown a positive correlation between POS and employee performance (Saleh & Haidar, 2022; Sihag & Dhoopar, 2022; Shabbir et al., 2021).

According to Mujanah et al. (2019), it is evident that POS plays a crucial role in influencing employee performance. The study reveals that when employees perceive favorable treatment from the organisation, they are more likely to reciprocate by developing a sense of loyalty towards it. This suggests a positive correlation between POS and employee performance, highlighting the significant impact of POS on employee performance outcomes. The above results are not entirely consistent with Sulistyan et al. (2020), who found that POS had the capacity to alleviate employee work-related stress. However, it was noted that perceived organisational support could not directly enhance employee performance; rather, its effectiveness lay in the reduction of employee work stress. Moreover, there is a contradiction in the experimental evidence, such that one indicates a strong and positive relationship between points of sale and the creative performance of employees, while the other indicates that there is no relationship. This research offers practical suggestions to decision-makers who aim to improve the creative performance of their employees. Consequently, the arguments suggest the following hypotheses:

H3: There is a significant and positive relationship between perceived organizational support and employee performance.

3.3. Perceived organizational support on the relationship between leadership style and employee performance

This study aims to explore POS as a mediating factor, particularly focusing on employees' perceptions regarding organizational recognition and the emphasis placed on their contributions. Research has shown that POS is positively related to employee performance (Sabir et al., 2022; Sihag & Dhoopar, 2022). The leadership style that fosters a positive perception of support contributes to improved performance by enhancing employees' motivation and commitment (Kurtessis et al., 2017). Previous studies have explored the significant impact of leadership style on POS (Asgari et al., 2020; Gaudet & Tremblay).

However, prior studies have explored various mediating factors between employee performance and leadership styles, such as employee commitment (Mahfouz et al., 2020), work motivation (Guterresa et al., 2020), and employee motivation (Syafii et al., 2015). Thus, there is a lack of studies that bring these variables (POS, employee performance, and leadership styles) together. Wahyu (2019) found strong evidence that both POS and leadership styles have a substantial influence on employee performance within the Surabaya Municipality's Office of Education Service. The study will employ POS as a mediator, but there is a lack of exploration of its role in the relationship between leadership and employee performance.

H4: Perceived organizational support mediates the relationship between transformational leadership style and employee performance.

H5: Perceived organizational support mediates the relationship between transactional leadership style and employee performance

4. Methodology

4.1. Study design and data collection

This study examines the leadership style with its various components (transformational leadership and transactional leadership) in improving employee performance in Jordanian commercial banks, with a focus on the role of perceived organizational support in the Jordanian context. The research framework in this study includes a primary construct: employee performance. The conceptual model includes two independent constructs, transformational leadership and transactional leadership, in addition to the mediating variable, perceived organizational support. The model assumes that these factors directly and indirectly influence employee performance within Jordanian commercial banks.

A total of 500 questionnaires were distributed to employees across four Jordanian banks: Arab Bank, Jordan Ahli Bank, Capital Bank of Jordan, and Jordan Commercial Bank. Out of the total distributed, 363 questionnaires were returned, yielding a response rate of 72.6%. Following a thorough screening process, 356 questionnaires were found to be complete and valid for analysis, while seven were excluded due to missing or inconsistent data. According to Sekaran (2003), a response rate of 30% is generally considered sufficient for survey-based research. Therefore, the 72.6% response rate is regarded as highly satisfactory. Table 1 presents the demographic profiles of the respondents; A survey included 356 workers from four Jordanian commercial banks. The majority was male (87.4%), and the age group most represented was 30–39 (40.7%). Most participants were married (68%) and had bachelor's degrees (73.3%). Most employees had front-line jobs (73.3%) and 1–5 years of experience (28.7%). Arab Bank distributed the most (55.3%).

Table 1: Respondent Demographics

Characteristics	Category	Frequency	Percentage
Gender	Male	311	87.4
	Female	45	12.6
Age	20-29	82	23
	30-39	145	40.7
	40-49	81	22.8
	50 and above	48	13.5
Marital Status	Single	106	29.8
	Married	242	68.0
	Divorced	8	2.2
Highest Education Qualifications	High school academic studies	5	1.4
	Two years of a diploma after high school	6	1.7
	Higher diploma	27	7.6
	Bachelor's degree	261	73.3
	Master's degree	40	11.2
	PhD degree	17	4.8
Working Experience	Less than 1 year	54	15.2
	1-5 years	102	28.7
	6-10 years	72	20.2
	11-15 years	63	17.7
	More than 15 years	65	18.3
Position	Assistant Manager	19	5.3
	Supervisor	21	5.9
	Executive	55	15.4
	Frontline	261	73.3
	Others (IT)	0	0
Bank Name	Arab Bank	197	55.3
	Ahli Bank	66	18.5
	Capital Bank	54	15.2
	Commercial Bank	39	11.0
	Total	356	100.0

Source(s): Table created by authors.

4.2. The study variables and questionnaire

The measurement scale items used in this study were adapted from previously validated and reliable instruments. Table 2 outlines the questionnaire design, including the constructs and the number of items employed. The first section measured employee performance using the validated scale developed by Koopmans et al. (2015). The second section focused on leadership styles, drawing on the instrument proposed by Avolio and Bass (2004). The third section assessed perceived organizational support, as suggested by Eisenberger (2020). The final section collected demographic information. A structured questionnaire was developed to obtain primary data from respondents. All survey items were rated on a five-point Likert scale, ranging from strongly disagree to strongly agree.

Table 2: Questionnaire Design

Sections of Questionnaire	Description
Section A	The section includes 18 questions about employee performance
Section B	The section includes 28 questions about leadership style
Section C	The section includes 10 questions about Perceived Organizational Support
Section D	The section includes 6 questions about demographic information.

Source(s): Table created by authors.

4.3. Data analysis

The study used a two-step structural equation modeling (SEM) approach to determine the validity of the proposed conceptual model. First, confirmatory factor analysis was used to verify the content, convergent, and discriminant validity of the measurement model to ensure consistency and validity. In the second step, we conducted SEM analysis to validate the six methods of the study's structural model (hypotheses) using SmartPLS v.4, based on the significance level. The R value was used to determine the strength of the measurement and structural models in this research. Figure 1 presents the theoretical framework of the study, including the main constructs of the employee performance model (EP): leadership style (LD), transformational leadership (TL), and transactional leadership (TAL). Perceived organizational support (POS) is presented as a mediating variable that influences the relationship between the variables. This framework forms the conceptual basis for the study's hypotheses and empirical analysis.

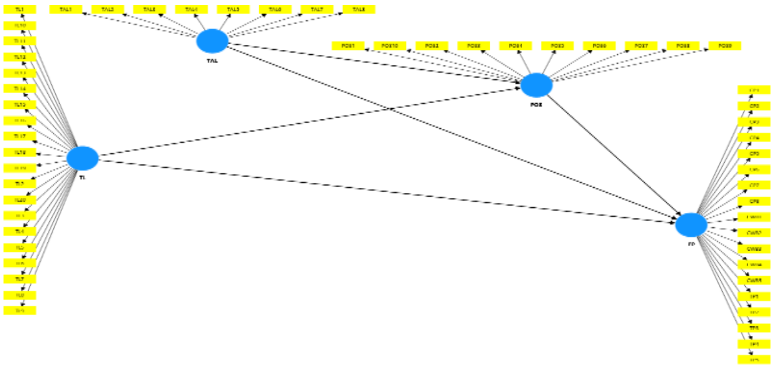


Fig. 1: Theoretical Framework.

5. Results

5.1. Confirmatory factor analysis

Convergent and internal consistency reliability were the two primary evaluation criteria. The analysis of indicator outer loadings, Cronbach's alpha (CA), composite reliability (CR), and average variance extracted (AVE) of the components of the study model were all included in the evaluation. Employee performance model (EP): leadership style (LD), transformational leadership (TL), and transactional leadership (TAL). Perceived organizational support (POS). The dependability of individual indicators pertains to the outer loading of each construct's measure (Hair et al., 2012). Hair et al. (2014) recommend keeping measurement items with loadings between .40 and .70. The best technique is to maintain item loadings of at least .70 (Hair et al., 2014; Henseler, 2009). Table 3 shows that all construct indicators showed significant and acceptable loads, ranging from 0.692 to 0.871. The assessment of the convergent validity is based on the values of the Average Variance Extracted (AVE). The value of AVE equal to or greater than 0.5 is considered a threshold (Hair et al., 2011). In other words, the AVE corresponds to the commonality of the constructed measure. The results obtained in terms of the AVE values of the measurement constructs were all above the threshold, i.e., and ranged from 0.608 to a higher value of 0.702.

Table 3: Results of the Measurement Model

	Item	Loading	Cronbach's Alpha	CR	AVE
Employee Performance	TP1	0.729	0.964	0.966	0.630
	TP2	0.720			
	TP3	0.668			
	TP4	0.724			
	TP5	0.700			
	CP1	0.854			
	CP2	0.843			
	CP3	0.796			
	CP4	0.826			
	CP5	0.794			
	CP6	0.805			
	CP7	0.848			
	CP8	0.837			
	CWB1	0.827			
	CWB2	0.789			

	CWB3	0.839			
	CWB4	0.818			
	CWB5	0.825			
Transformational Leadership	TL1	0.807	0.971	0.971	0.647
	TL2	0.809			
	TL3	0.796			
	TL4	0.834			
	TL5	0.809			
Table 3(Continue)	TL6	0.816			
	TL7	0.824			
	TL8	0.830			
	TL9	0.808			
	TL10	0.858			
	TL11	0.813			
	TL12	0.814			
	TL13	0.837			
	TL14	0.837			
	TL15	0.733			
	TL16	0.800			
	TL17	0.741			
	TL18	0.790			
	TL19	0.737			
	TL20	0.773			
Transactional Leadership	TAL1	0.798	0.929	0.929	0.668
	TAL2	0.826			
	TAL3	0.853			
	TAL4	0.862			
	TAL5	0.811			
	TAL6	0.824			
	TAL7	0.744			
	TAL8	0.809			
Perceived Organizational Support	POS1	0.747	0.928	0.931	0.608
	POS2	0.709			
	POS3	0.820			
	POS4	0.801			
	POS5	0.692			
	POS6	0.785			
	POS7	0.806			
	POS8	0.841			
	POS9	0.808			
	POS10	0.776			

Source(s): Table created by authors.

Discriminant validity was assessed by the heterotrait-monotrait (HTMT) ratio of correlations. The results of this examination are detailed in the next section, encompassing the HTMT criterion for discriminant validity. The HTMT values for all latent variables shown in Table 4 are below the HTMT.85 threshold of 0.85 (Kline, 2011). Consequently, the outcomes of all assessment criteria demonstrated that discriminant validity was confirmed (Hair et al., 2014).

Table 4: Discriminant Validity Based on HTMT Criteria

EP	JD	PA	POS	TAL	TD	TL
EP						
POS	0.813	0.623	0.442			
TAL	0.830	0.569	0.218	0.693		
TL	0.765	0.522	0.198	0.690	0.808	0.617

5.2. PLS-SEM

A bootstrapping method with 5000 resamples was employed to evaluate the route coefficients. The No Sign Changes option and the Bias-Corrected and Accelerated (BCa) bootstrap method. Standard Partial Least Squares Structural Equation Modelling (PLS-SEM) parameters were utilised, and missing data were appropriately managed. The R2 values for the dimensions were as follows: employee performance (0.752) and perceived organisational support (0.484). In addition to the R^2 values, Q^2 values were acquired to evaluate the prediction accuracy of the model. The phase evaluated the importance of the primary impacts. Table 5 shows the route coefficients and their corresponding significance levels. The t-values and p-values indicated that the four suggested hypotheses (H1, H2, H3, and H4) were significant, as anticipated. In contrast, H5 was insignificant.

Table 5: Hypothesis Testing

Hypothesis	Path	Beta (β)	T-value	P-value	Supported
H1	TL -> EP	0.218	3.611	0.000	Significant
H2	TAL -> EP	0.357	4.632	0.000	Significant
H3	POS -> EP	0.298	4.322	0.000	Significant
H4	TL -> POS -> EP	0.082	2.305	0.011	Significant
H5	TAL -> POS -> EP	0.045	1.532	0.063	insignificant

Source(s): Table created by authors.

6. Discussion and Implications

This study investigated transformational leadership and transactional leadership in employee performance in Jordanian commercial banks, with a particular focus on the mediating role of perceived organizational support (POS). Data was collected from 356 valid survey responses and analyzed using Smart PLS. The hypothesis testing revealed mixed outcomes, with H1, H2, H3, and H4 supported, while H5 was rejected due to a lack of statistical confirmation.

According to the first hypothesis (H1), transformational leadership (TL) had a significant and positive effect on employee performance ($\beta = 0.218$, $t = 3.611$, $p < 0.001$). This finding indicates that transformational leaders can improve employee performance by inspiring and motivating followers through personalized support and promoting a collective vision. The result is consistent with prior research emphasizing the importance of transformational leadership in enhancing employee outcomes (Lukito et al., 2025; Rojak et al., 2024; Witak et al., 2025). The second hypothesis (H2) examined the direct effect of transactional leadership (TAL) on employee performance. The findings confirmed a significant positive relationship ($\beta = 0.357$, $t = 4.632$, $p < 0.001$), highlighting the role of contingent rewards and clear structures in improving task completion and productivity. This aligns with earlier studies, which found that transactional leadership remains an important determinant of employee performance, especially in structured environments such as the banking sector (Barry & Sjahril, 2024; Rehman et al., 2024; Lama et al., 2024). The third hypothesis (H3) assessed the direct effect of perceived organizational support (POS) on employee performance. The results revealed a significant positive effect ($\beta = 0.298$, $t = 4.322$, $p < 0.001$). The findings of this research contribute to the generalization of the concept that perceived organizational support favors employee performance in developing countries like Jordan. This finding supports previous literature (Abdulkarim & Kah, 2020; Chandrasekara & Weerasooriya, 2020; Vikas Gupta, 2019; Saleh & Haidar, 2022), which underscores the vital role of POS in enhancing employee outcomes.

Therefore, the hypothesis (H4) that perceived organizational support mediates the relationship between transformational leadership style and employee performance was supported. The mediation analysis showed that POS significantly mediated this relationship ($\beta = 0.082$, $t = 2.305$, $p = 0.011$). However, there is one study that brought these variables together. For example, Wahyu (2019) found strong evidence that both POS and the transformational leadership style have a substantial influence on employee performance within the Surabaya Municipality's Office of Education Service. Since the study had never used POS as a mediator in the relationship between leadership style and employee performance, transformational leadership may directly affect staff performance, overshadowing POS. Employees may respond directly to transformative behaviors like inspiration and intellectual stimulation without seeing them as organizational support (Walk, 2024). In contrast, hypothesis five (H5), which proposed that POS mediates the relationship between transactional leadership and employee performance, was not supported ($\beta = 0.045$, $t = 1.532$, $p = 0.063$). The observation that POS did not mediate the link between transactional leadership style and employee performance. Specifically, perceived organizational support (POS) has not been sufficiently examined as a mediating variable in this context. No prior research has systematically explored POS as an intermediary factor between leadership style and employee performance, particularly within the context of commercial banking. The absence of perceived organizational support diminishes the mediation effect of POS on the relationship between transactional leadership and employee performance among employees in Jordanian banks. While transactional leadership can immediately impact performance by offering structure and clarity, it may fail to foster the organizational value and care essential for enhancing workers' reciprocal commitment through POS. The present study has several theoretical and practical implications, which are discussed in the following subsections and are likely to be useful for future research in the fields of human resource management and organizational behavior. The findings enrich the literature on employee performance by integrating contextual and organizational factors into a single framework. Specifically, the inclusion of perceived organizational support as a mediating variable advances theoretical understanding of how employees' perceptions of fairness, care, and value within the organization shape their performance outcomes. This integration extends existing theory by emphasizing the importance of support mechanisms in mitigating the negative effects of environmental and organizational challenges. This research not only contributes significantly to the field of human resource management but also to the field of human resource management and accounting. Investments in leadership development programs and organizational support initiatives can be viewed as a strategy that generates measurable financial returns. For example, employee subscriptions to organizational support (POS) contribute to perceived organizational support by eliminating employee redundancy procedures, which reduces volunteer and employee replacement costs. From an accounting and economic perspective, these findings confirm that organizational and economic leadership generates a positive return on investment, making it a financial leader in addition to its human resource benefits.

7. Conclusions, Limitations, and Future Research

The current research evaluated the influence of leadership style with its various elements (transformational leadership and transactional leadership) on employee performance in Jordanian banks, with a particular focus on perceived organizational support. Drawing upon data collected from bank employees, the findings revealed significant relationships between various antecedents, such as leadership styles, transformational leadership, and transactional leadership, and employee performance. Leadership style had an impact on improving employee performance in the Jordanian banks, given the presence of perceived organizational support. The effect of perceived organizational support on the relationship between transactional leadership style and employee performance was not proven.

This study used a unified analytical framework to integrate these variables. The goal is to gain a more comprehensive understanding of their collective impact on employee performance. This study contributes to enhancing understanding and strengthening the theoretical and scientific framework, particularly in the context of the banking sector, and enhances the ability to predict employee performance outcomes. By expanding the scope of the study, the paper provides a more in-depth and comprehensive vision of how perceived organizational support can be used as an effective tool to improve employee performance. Therefore, it is necessary to acknowledge the importance of perceived organizational support and to work to enhance it as a sustainable strategy for developing performance and retaining human resources in the banking workplace.

Research Limitations: Data collection, methodological design, and external influences affecting outcomes are the main limitations of this research. Permission from the Central Bank of Jordan proved difficult. The lengthy and difficult procedure delayed survey distribution, which delayed the study's timeframe and data gathering. Future research may incorporate experience, work position, gender disparities, etc. By creating direct links and evaluating organizational support dynamics across time, longitudinal or experimental techniques may improve future research. Future studies on organizational characteristics and performance should include additional mediating or moderating aspects like emotional intelligence, work-life balance, or employee resilience to expand findings. Looking at various sectors or areas might boost the results' applicability and generalizability.

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