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Does Leadership Style Matter? Moderating Support-Performance Link in Organizations

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ABSTRACT

This study examines how leadership style moderates the influence of perceived organizational support on employee performance at the Lebak Road and Bridge Management UPTD, PUPR Service of Banten Province. The decline in employee performance caused by the lack of organizational support perceived by employees needs to be analyzed in terms of the role of the leadership style applied. The method employed in this study is a quantitative approach, utilizing a survey method that involved 93 employees and a saturated sampling technique. The data analysis technique used was Structural Equation Modeling (SEM), utilizing SmartPLS version 4 software for assistance. The research results indicate that organizational support perception has a positive and significant impact on employee performance (t-statistic = 4.495, p-value = 0.000), and leadership style has a positive and significant effect on employee performance (t-statistic = 2.067, p-value = 0.039). However, leadership style does not have a significant impact and does not moderate the relationship between organizational support perception and performance (t-statistic = 1.701, p-value = 0.089). Leadership style does not improve employees' perceptions of organizational support and their performance. Therefore, organizations should focus on improving perceptions of organizational support through recognition and rewards, training and skills development, and the implementation of effective leadership styles to maximize organizational performance.

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1. INTRODUCTION

In government organizations, organizational support can be fostered through equitable policies, recognition from leadership, and the creation of a supportive work environment that enables employees to contribute optimally. Leadership plays a central role in steering the organization toward its objectives. An effective leadership style is expected to guide and inspire employees by setting a clear direction, modeling exemplary behavior, and integrating employee input following applicable regulations. Such leadership has the potential to motivate subordinates to surpass performance expectations and pursue higher organizational goals (Darmawan et al., 2023).

The Lebak Road and Bridge Management UPTD, PUPR Service of Banten Province, is responsible for planning, constructing, maintaining, and providing operational support for road and bridge infrastructure in Lebak Regency. By managing these infrastructures and operating heavy equipment, the unit plays a strategic role in promoting regional economic growth and ensuring efficient transportation. However, employee performance in many government institutions frequently falls short of public expectations. Improving public services requires that government agencies meet increasing demands for enhanced institutional performance. According to Josiah & Fahrizi (2023), performance refers to the outcomes achieved by individuals or groups within an organization, both quantitatively and qualitatively, in line with their responsibilities and authority.

Similarly, Moeheriono (2020) defines performance as the measurable results of work completed by individuals, while Wibowo (2019) emphasizes that effective performance emerges when individual efforts are aligned with organizational goals.

The decline in performance can be observed through fluctuations in physical and financial achievements, which sometimes fail to meet the targets set in the Operational Activity Plan (ROK). On the other hand, low employee attendance and inadequate competence levels result in work being concentrated on specific individuals (Wibowo, 2019). This overload occurs due to the misalignment between job descriptions, structural positions, and the distribution of personnel across sub-activities. For example, data from the Regional Technical Implementation Lebak Road and Bridge Management UPTD, PUPR Service of Banten Province, shows that while physical realization in 2021 reached 98.37% and financial realization 95.90%, it increased in 2022 to 99.79% and 99.10% respectively. However, in 2023 and 2024, a notable decline occurred. Physical realization dropped by 6.12% in 2023 to 93.67%, and financial realization decreased to 97.55% in 2023 and further to 97.50% in 2024. To address these performance issues, it is crucial to examine internal organizational factors. One such factor is Perceived Organizational Support (POS), a key element in building positive employee relationships. POS refers to the extent to which employees believe their organization values their contributions and cares about their well-being. Research has found that POS not only reduces absenteeism but also increases employee commitment, performance, job satisfaction, and organizational citizenship behavior (Sun, 2019).

Hafidhah & Martono (2019) and Furianiskurlina et al. (2022) showed that strong POS significantly improves performance and satisfaction. When employees feel valued and supported (through rewards, opportunities for competence development, and favorable work conditions), their performance tends to improve. Astuty & Udin (2020) and Mursidta (2017) similarly found that POS positively influences affective commitment and performance. However, the literature is not without contradiction. Some studies, such as those by Alfiana (2020), Rusmita et al. (2022), and Diana and Frianto (2021), revealed that POS had a positive but non-significant effect on performance. These inconsistencies may stem from unmet employee expectations regarding welfare and infrastructure support. Found that the perception of organizational support felt by employees has a negative and insignificant impact on their performance. Revealed that POS had a positive but not significant effect on performance. These inconsistencies may stem from unmet employee expectations regarding welfare and infrastructure support. Fadlilah & Surjanti (2019) even reported a negative relationship between POS and job satisfaction when employees felt underappreciated by the organization.

Given these inconsistencies, other influencing factors must be considered (particularly leadership style). Leadership plays a central role in shaping employee behavior and driving organizational success. As Sutrisno (2023) states, leadership involves guiding and influencing organizational members, while Armstrong & Taylor (2014) define it as the ability to motivate people toward common goals. Research by Marhendra & Wahyuningtyas (2024) and Manurung (2024) confirms that effective leadership styles (especially those that are task-oriented and results-driven) can significantly enhance employee performance and foster a productive organizational climate.

This aligns with Fiedler and Blanchard's contingency theory, which posits that leadership effectiveness depends on the organizational context. Leadership that is well-perceived by subordinates can increase morale, engagement, and productivity (Kurniawan et al., 2025). Moreover, leaders who communicate clearly and provide direction not only motivate employees but also contribute to the overall perception of organizational support (Nisa & Nurhidayati, 2024). Thus, employee performance is best improved through a combination of supportive leadership and perceived organizational support. As Fuady et al. (2021) emphasized, leaders who foster a supportive environment, build two-way communication, and demonstrate appreciation for employee efforts are instrumental in creating high-performance work cultures. Therefore, organizations must invest in strengthening leadership and communication competencies.

Based on the previous research findings and gaps, it can be concluded that the decline in performance may be attributed to both inadequate organizational support and suboptimal leadership styles. Consequently, this

research aims to investigate the moderating effect of leadership style on the relationship between perceived organizational support and employee performance.

2. RESEARCH METHOD

This research was conducted at the Lebak Road and Bridge Management UPTD, PUPR Service of Banten Province, which has a total of 93 employees. This research was conducted over approximately four months from February to May 2025. This research falls under the category of quantitative research, as it collects primary data by distributing questionnaires to all employees and measures the responses on a scale of 1 to 10. In addition, secondary data was collected in the form of physical and financial achievement realization data for the period from 2019 to 2024. The saturation sampling technique was used in this study to determine the sample size. In this study, three types of variables are employed: the independent variable, which is organizational support perception; the dependent variable, which is employee performance; and the leadership style variable, serving as a moderating variable. The data analysis technique uses Structural Equation Modelling (SEM) with SmartPLS version 4. Can be seen in the following research model:

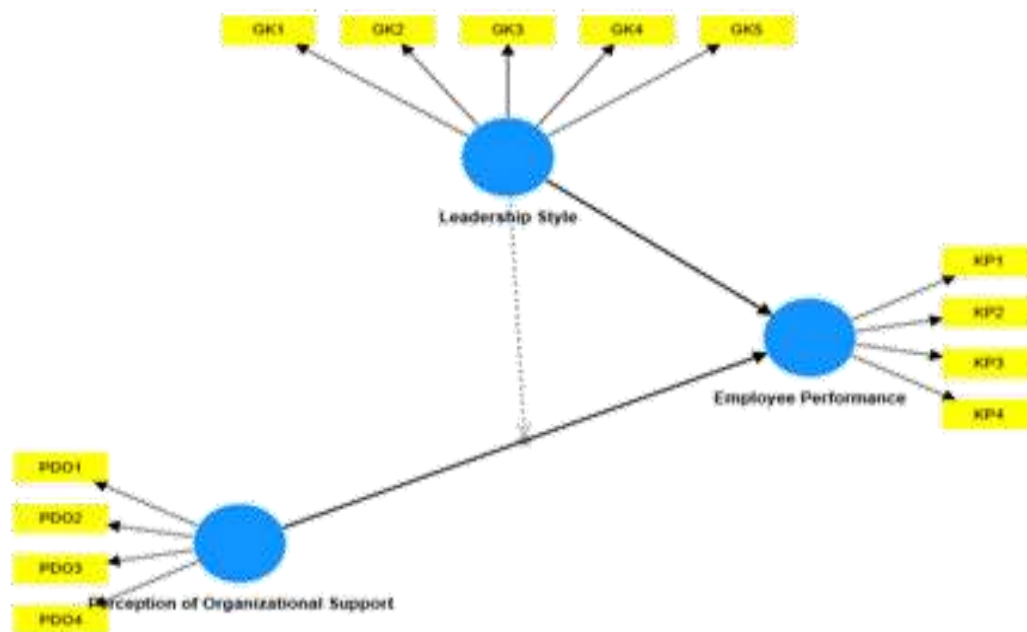


Figure 1. Conceptual Framework

Source: SmartPLS, 2025

Based on the research model above, the following research hypotheses can be formulated:

1. H1: Perception of organizational support has a positive and significant effect on employee performance.
2. H2: Leadership style has a positive and significant effect on employee performance.
3. H3: Leadership style moderates the relationship between the influence of perceived organizational support on employee performance.

3. RESULTS AND DISCUSSIONS

3.1. Result

The perception of organizational support and leadership style has a positive influence on employee performance. However, leadership style does not function as a moderator that strengthens the influence of organizational support on performance, indicating that the organization's focus should remain on increasing the support felt by employees to improve their performance.

Based on Figure 2, the results of the PLS algorithm show that organizational support perception has a positive and significant effect on employee performance, with a path coefficient of 0.242. Leadership style also has a positive impact on employee performance, with a path coefficient value of 0.394. A negative path coefficient of -0.184 indicates a statistically insignificant or potentially negative correlation between organizational support perception and leadership style.

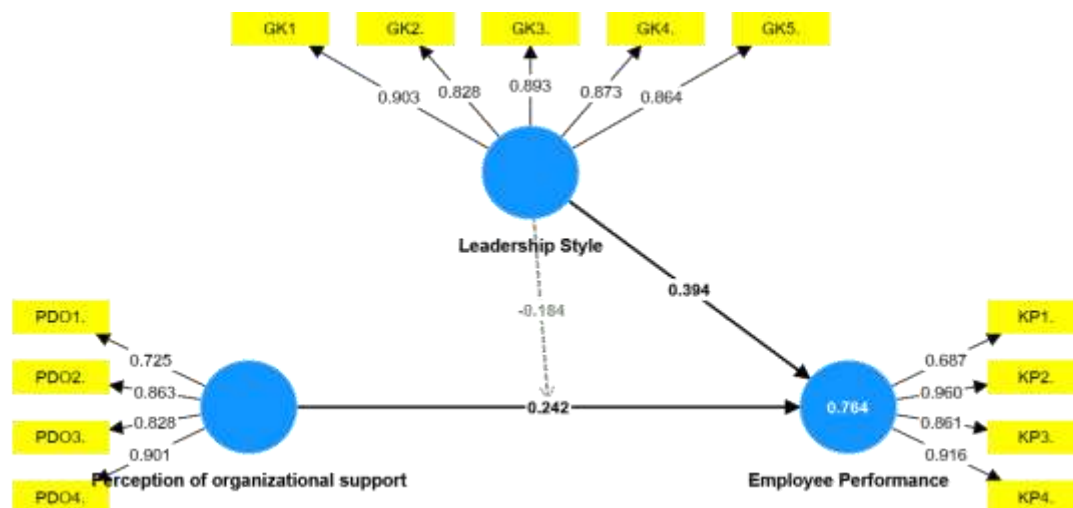


Figure 2. Results of PLS Algorithm Processing

Source: SmartPLS, 2025

Validity testing is a step taken to measure the extent to which a measurement instrument (such as a questionnaire) measures the intended construct. The following are the results of the validity test:

Table 1. Validity Test

Variable	Indicator	Outer Loading	Average Variance Extracted (AVE)	Conclusion
Leadership Style	Decision-making (GK1)	0.903	0.762	Valid
	Motivation (GK2)	0.828		
	Communication (GK3)	0.893		
	Control over subordinates (GK34)	0.873		
	Emotion regulation (GK5)	0.864		
Employee Performance	Quantity of Work (KP1)	0.687	0.743	Valid
	Quality of work (KP2)	0.960		
	Work efficiency (KP3)	0.861		
	Timeliness (KP4)	0.916		
Perception of Organizational Support	Justice (PDO1)	0.725	0.692	Valid
	Support from superiors (PDO2)	0.863		
	Recognition (PDO3)	0.828		
	Working Conditions (PDO4)	0.901		

Source: SmartPLS Output processed, 2025

Based on Table 1. The validity test results show that all indicators on the variables of perceived organizational support, leadership style, and employee performance have a loading factor value greater than 0.70, and the Average Variance Extracted (AVE) value of each variable is greater than 0.50, indicating good convergent validity. Therefore, it meets the validity criteria, (Hair et al., 2022).

The reliability test is conducted as a process to assess the consistency of a measurement instrument, which refers to the extent to which the instrument's results are consistently measured and produce the same or similar results. The reliability test results are as follows Table 2. Based on Table 2. The reliability test results indicate that all Cronbach's alpha values for the research variables exceed 0.7, while the composite reliability (rho_a and rho_c) also exceeds 0.70. This indicates that the research instrument is declared reliable (Hair et al., 2022).

Table 2. Reliability Test

Variable	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Conclusion
Leadership Style	0.922	0.928	0.941	Reliabel
Employee Performance	0.880	0.900	0.919	Reliabel
Perception of Organizational Support	0.849	0.861	0.899	Reliabel

Source: SmartPLS Output processed, 2025

The respondent data in this study consists of gender, employment status, age, length of service, job assignment/placement, position, rank, and highest education level. The research sample consists of 93 respondents described in the following table:

Table 3. Descriptive Analysis

Profile	Respondent Identity	Frequency	Percentage
Sample Size		93	100%
Gender	Male	78	84%
	Female	15	16%
Employment Status	PNS	10	11%
	Non PNS	83	89%
Age	20-30	16	17%
	31-40	45	48%
	41-50	20	22%
	>50	12	13%
Work Period	1-5 year	15	16%
	6-10 year	39	42%
	11-15 year	20	22%
	16 years and older	19	20%
Assignment	Tata Usaha	29	31%
	Pemeliharaan Jalan & Jembatan	45	48%
	Peralatan & Bahan	19	21%
Jabatan	Struktural	4	4%
	Pelaksana	89	96%
Golongan	II	1	1%
	III	7	8%
	IV	2	2%
	Lainnya	83	89%
Pendidikan Terakhir	SMA/SMK	49	53%
	D1/D2/D3	6	6%
	S1	35	38%
	S2	2	2%
	S3	1	1%

Source: Primary data, 2025

As explained in Table 3, descriptive analysis of the characteristics of respondents shows that the sample in this study, namely all employees of the Lebak Road and Bridge Management UPTD, PUPR Service of Banten Province, the majority of male employees, non-civil servant implementers with the majority of the last education at the SMA / SMK level and in the productive age range, this shows the dominance of field employees who are physically productive and competent in technical field work.

Before conducting hypothesis testing, it is necessary to perform a quality check on the data and measurement model. This study was conducted on 93 respondents. There are three criteria for testing data quality (outer model), namely: Convergent Validity by evaluating the Loading Factor, Construct Reliability, and Average Variance Extracted (AVE), in addition to examining the Discriminant Validity value. The results of the data quality testing (outer model) are as follows: Table 4.

Based on Table 4, all indicators have loading factor values above 0.70, indicating that the structural model does not have convergent validity issues; the outer loadings also show that the indicators are relevant and align with the construct being measured. With good convergent validity, it can be assured that the measurements conducted on the latent variables are accurate and reliable (Hair et al., 2022).

Table 4. Outer Loading

Variable	Indicator	Outer Loading	Standard >0.7	Result
Leadership Style	GK1	0.929	>0.7	Approved
	GK2	0.891		
	GK3	0.941		
	GK4	0.776		
	GK5	0.911		
Employee Performance	KP1	0.921	>0.7	Approved
	KP2	0.936		
	KP3	0.950		
	KP4	0.925		
Perception of Organizational Support	PDO1	0.925	>0.7	Approved
	PDO2	0.949		
	PDO3	0.955		
	PDO4	0.945		

Source: SmartPLS Output processed, 2025

Referring to Table 5 below, it can be seen that Cronbach's Alpha and Composite Reliability for all variables have values above 0.70. Convergent validity, as measured by Average Variance Extracted (AVE), has values of 0.794 for the leadership style variable, 0.871 for the employee performance variable, 0.883 for the employee competence variable, and 0.891 for the organizational support perception variable. With good convergent validity because each has a value greater than 0.50, which indicates that each variable has a measurement of more than 50% (Hair et al., 2022).

Table 5. Average Variance Extracted Result (AVE)

	Cronbach's Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)	Average Variance Extracted (AVE)	Standard >0.7	Result
Leadership Style	0.934	0.943	0.951	0.794	>0.7	Approved
Employee Performance	0.951	0.951	0.964	0.871	>0.7	Approved
Perception of Organizational Support	0.959	0.960	0.970	0.891	>0.7	Approved

Source: SmartPLS Output processed, 2025

After conducting the convergent validity test and obtaining results that meet the requirements, the outer model test is also evaluated based on the discriminant validity value. The value of the targeted construct must be greater than the loading values of other constructs. This indicates that the model has good discriminant validity because each indicator measures the intended construct clearly and consistently without overlapping with other constructs. The cross-loading values of each variable are presented in Table 6. Referring to Table 6, the Cross-Loading value indicates that all indicators meet the criterion that each item must have a higher correlation with its construct than with other constructs, thereby ensuring discriminant validity.

To ensure that the constructed structural model is strong and accurate, the analysis stage within the model is conducted. This test is conducted to find the relationship between the constructs measured in the research. The value of the coefficient of determination (R^2 /R-square) indicates the feasibility and accuracy of the model. The R-squared value of the dependent construct must be more than 0.10, which indicates that higher values show good construct quality. The R-squared value, which indicates the extent of the influence between variables in the model, is used to measure the internal part of the model. The R-squared value of the dependent

construct should be more than 0.10, indicating that higher values indicate good construct quality. The R-squared value, which indicates the degree of influence between variables in the model, is used to measure the proportion of the model's variance explained. There are three categories of R-squared, namely strong (0.75), medium (0.50), and weak (0.25) (Hair et al., 2022).

Table 6. Cross Loading

Indicator	Leadership Style	Employee Performance	Perception of Organizational Support
GK1	0.929	0.904	0.920
GK2	0.891	0.807	0.813
GK3	0.941	0.880	0.891
GK4	0.776	0.681	0.730
GK5	0.911	0.866	0.859
KP1	0.860	0.921	0.863
KP2	0.866	0.936	0.876
KP3	0.890	0.950	0.919
KP4	0.868	0.925	0.871
PDO1	0.853	0.854	0.925
PDO2	0.928	0.911	0.949
PDO3	0.915	0.932	0.955
PDO4	0.882	0.870	0.945

Source: SmartPLS Output processed, 2025

Based on Table 7, the R-squared output results, with an R-squared value of 0.913, indicate that the model is robust, suggesting a very significant relationship between the independent variables and employee performance. The coefficient of determination of 0.913 indicates a high level, suggesting that the perceived organizational support variable explains 91.3% of the variation in employee performance.

Table 7. R-Square Output

	R-square	R-square adjusted
Employee Performance	0.913	0.910

Source: SmartPLS Output processed, 2025

Table 8. Path Coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation	t-statistics	p-values	Conclusion
Leadership Style → Employee Performance	0.279	0.293	0.135	2.067	0.039	Significant
Perception of Organizational Support → Employee Performance	0.572	0.568	0.127	4.495	0.000	Significant
Leadership Style Perception of Organizational Support → Employee Performance	-0.036	-0.033	0.021	1.701	0.089	Not Significant

Source: SmartPLS Output processed, 2025

The use of hypothesis testing in SmartPLS (Partial Least Squares Structural Equation Modeling) enables the evaluation of relationships between variables within the model. The probability value (p-value) and the t-statistic value (t-count) can be compared to test the hypothesis. The t-table value is 1.96 for a 5 percent alpha value, so the hypothesis will be accepted if the t-statistic value is greater than the t-table (1.96) and the p-value < 0.05 for a 5% alpha value or vice versa (Hair et al., 2022).

Based on Table 8, the path coefficient above indicates that perceived organizational support and leadership style have a positive and significant effect on employee performance, whereas leadership style has a negative and insignificant effect on the relationship, suggesting that leadership style weakens the perceived organizational support's impact on employee performance.

Moderation testing is used to determine whether the moderation variable affects the relationship between the independent and dependent variables. The moderating variable is a variable that can strengthen or weaken the influence between two variables. The criteria for testing moderation can be seen from the significance level values, which are observed from the Path coefficient value, the F-squared test, and the simple slope analysis. In moderation effect analysis, the F-squared test is used to measure the influence of the moderating variable on the relationship between the independent and dependent variables. The f-squared measure indicates the extent to which the moderating variable influences the strength or direction of the relationship between the independent and dependent variables. It highlights the importance of the moderating role in the model. The f-square size, which meets the criteria (0.005 low, 0.010 moderate, and 0.025 high), is used to interpret the moderation effects (Hair et al., 2022).

Table 9. F-square test

	F-square
Leadership Style → Employee Performance	0.080
Perception of Organizational Support → Employee Performance	0.374
Leadership Style Perception of Organizational Support → Employee Performance	0.067

Source: SmartPLS Output processed, 2025

Based on Table 9. The F-squared test results above indicate that the moderating effect of leadership style on both variable relationships is significant ($f^2 = 0.067$, $p < 0.025$). In addition to the analysis of the moderation effect above, the interpretation of the moderation results can be facilitated by examining and interpreting the graphical results, which can support the conclusion regarding the moderation effect. This interpretation is evident in the slope diagram, where the x-axis represents the exogenous construct (X) and the y-axis represents the endogenous construct (Y). This slope diagram can be seen in the slope analysis in SmartPLS. The results of the slope analysis can be seen as follows:

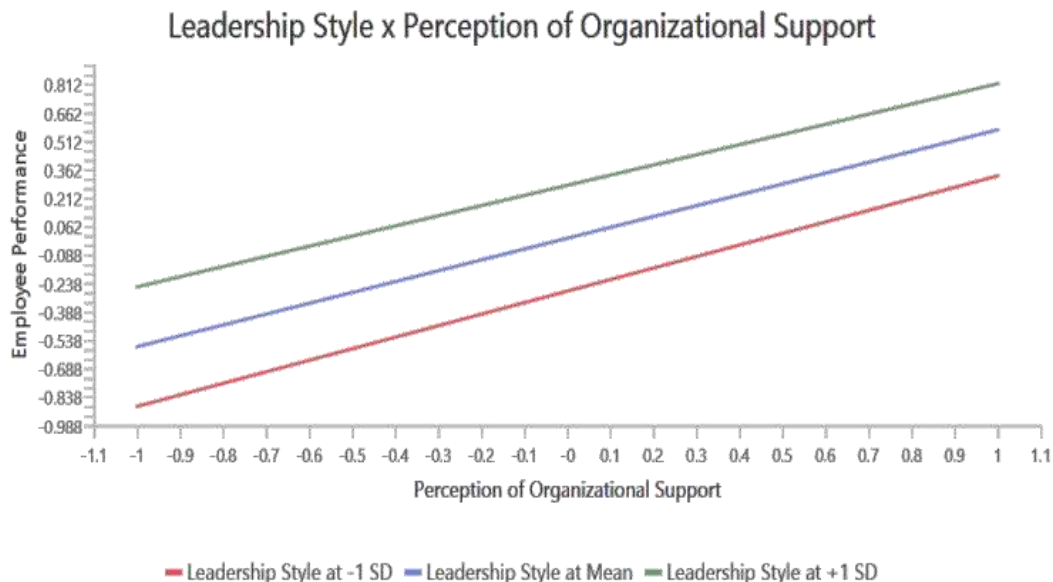


Figure 3. Slope Analysis

Source: SmartPLS Output processed, 2025

Based on Figure 3 and the slope analysis above, it is evident that a relationship exists between leadership style and perceived organizational support, and that leadership style can moderate this relationship. The slope analysis above indicates that leadership style does not moderate the effect of perceived organizational support on employee performance; rather, this relationship depends on the specific leadership style employed. By understanding this interaction, it becomes clear that leadership style plays a crucial role in maximizing the impact of organizational support, thereby enhancing employee performance through the effective application of leadership style (Fuady et al., 2021).

Based on the data processing results, the complete hypothesis testing results are as follows:

H1: The results of the study on the perception of organizational support have a positive and significant effect on employee performance, as indicated by the original sample value of 0.572. The data processing results (path coefficient) yielded a t-statistic value of $4.495 > t\text{-table at } 5\% \text{ alpha } (1.96)$ with a p-value of $0.000 < \text{sig } (0.05)$. Thus, it can be concluded that Hypothesis 1 (H1) is accepted, which states that the perception of organizational support has a positive and significant effect on employee performance. This means that the higher the perception of organizational support held by employees, the higher the employee performance that can be achieved. The results of this study are in line with other studies, which state that perceived organizational support has a positive and significant effect on performance (Hafidhah & Martono, 2019). Likewise, with the research of Furianiskurlina et al. (2022) and Mursidta (2017) which states that perceived organizational support affects employee performance.

H2: The results of the study indicate that leadership style has a positive and significant impact on employee performance, as shown by the original sample value of 0.279. The data processing results (path coefficient) yielded a t-statistic value of $2.067 > t\text{-table at } 5\% \text{ alpha } (1.96)$ with a p-value of $0.039 < \text{sig } (0.05)$. Thus, it can be concluded that Hypothesis 2 (H2) is accepted, which states that leadership style has a positive and significant effect on employee performance. This means that the more effective the leadership style applied, the higher the employee performance that can be achieved. The results of this study are in line with the research of Marhendra & Wahyuningtyas (2024), Manurung (2024) and Kurniawan et al. (2025).

H3: The results of the study show that leadership style has a negative and insignificant effect on the influence of organizational support perception on employee performance. Indicated by an original sample value of -0.036. The data processing results (path coefficient) yielded a t-statistic value of $1.701 < t\text{-table at } 5\% \text{ alpha } (1.96)$ with a p-value of $0.089 > \text{sig } (0.05)$. Thus, it can be concluded that hypothesis 3 (H3) is rejected, which states that leadership style has a negative and insignificant effect, meaning that leadership style does not moderate the influence of organizational support perception on employee performance. This is because the leadership style applied is not aligned with employee expectations, rendering it ineffective in improving employee performance. The results of this study are not in line with previous research conducted by Fillol et al. (2019), Hamida et al. (2020) and Jen Wang (2022) which states that leadership style and perceptions of organizational support have a significant effect on employee performance.

4. CONCLUSION

This study demonstrates that perceptions of organizational support have a positive and significant impact on employee performance, indicating that the greater the perceived support, the better employees' performance. This indicates that effective leadership styles also contribute to performance, but do not function as a moderator that strengthens the relationship between perceptions of organizational support and employee performance. This suggests that while effective leadership styles can improve the work environment, increasing organizational support—such as recognizing employee contributions, providing adequate facilities, and offering training and skill development—is a critical factor that should be prioritized. Organizations should conduct a comprehensive analysis of their employees' needs to enhance their perceived support, enabling them to perform more effectively. Recommendations for future research include increasing the number of respondents and analyzing other variables that influence employee performance, such as motivation and employee competence.

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