

# Employee Performance Model Mediated by Organizational Support

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## Abstract

This study aims to analyze the effect of transformational leadership and work discipline on employee performance with organizational support as an intervening variable at PT Jaya Abadi Siaga Medan. This research uses a quantitative approach with an associative research type. The population in this study consists of all employees of PT Jaya Abadi Siaga Medan, totaling 60 individuals. The sampling technique used is the census method, in which the entire population is used as the research sample. The data analysis technique employed is Structural Equation Modeling (SEM) based on Partial Least Squares (PLS) using SmartPLS software. The results of the study indicate that transformational leadership has a positive and significant effect on organizational support and employee performance. Work discipline has a positive and significant effect on organizational support, but does not have a significant effect on employee performance. Organizational support has a positive and significant effect on employee performance. Furthermore, organizational support is able to mediate the effect of work discipline and transformational leadership on employee performance. Thus, it can be concluded that organizational support plays an important role in improving employee performance, both directly and as an intervening variable.

**Keywords:** *Transformational Leadership, Work Discipline, Organizational Support, Employee Performance*

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2nd International Conference on Islamic Community Studies (ICICS)

Theme: History of Malay Civilisation and Islamic Human Capacity and Halal Hub in the Globalization Era

<https://proceeding.pancabudi.ac.id/index.php/ICIE/index>

## **Introduction**

In an increasingly competitive business era, companies are required to have employees with high performance to achieve targets and maintain business sustainability. Employee performance is not only influenced by individual abilities but also by leadership factors, discipline, and the support provided by the organization to employees. Transformational leadership is considered one of the effective leadership styles in improving employee performance, as it can provide inspiration, motivation, and encourage positive change through a clear vision. Work discipline reflects employee compliance with regulations, punctuality, responsibility, and consistency in carrying out tasks. The influence of transformational leadership and work discipline on employee performance is not always direct. Organizational support reflects the extent to which the company values employee contributions and cares for their well-being. When employees feel supported, valued, and well-facilitated, their work motivation and commitment will increase, ultimately impacting performance improvement. In the company's operational dynamics, leadership capable of directing and inspiring employees, along with the consistent application of work discipline, is needed so that company goals can be achieved effectively and efficiently. PT Jaya Abadi Siaga shows that there is still variation in employee performance levels. Some employees are able to achieve work targets well, but others are still not optimal in completing tasks according to the standards and time determined. This indicates factors that influence the level of employee performance. From the leadership side, there are indications that the applied leadership style has not been fully able to provide motivation and inspiration evenly to all employees. Communication of the vision, giving appreciation, and attention to individual employee needs have not run optimally, impacting the morale and work commitment of some employees. This condition has the potential to hinder productivity and reduce the overall effectiveness of teamwork. Employees' perceptions of organizational support are also a concern. Lack of organizational support can reduce employees' sense of belonging and loyalty to the company, ultimately affecting their performance.

## **Literature Review**

### **Employee Performance**

According to Sutrisno (2019), employee performance is the quality and quantity of work results achieved by a person according to the responsibilities given. Meanwhile, Mathis and Jackson (2018) state that employee performance is individual work results measured based on standards set by the organization.

### **Indicators of Employee Performance**

- a. Work Quality
- b. Productivity
- c. Initiative
- d. Teamwork
- e. Punctuality

### **Transformational Leadership**

According to Avolio & Bass (2016), transformational leadership is a leadership style capable of inspiring, motivating, and improving employee performance through positive change in the organization. According to Bass and Riggio (2018), transformational leadership is a leadership style capable of inspiring and motivating subordinates to transcend personal interests for the sake of achieving organizational goals through vision, moral influence, and individual development.

### **Indicators of Transformational Leadership**

- a. Inspirational Motivation
- b. Idealized Influence

- c. Intellectual Stimulation
- d. Individualized Consideration

### **Work Discipline**

According to Hasibuan (2020), work discipline is a person's awareness and willingness to obey all organizational regulations and be responsible for their duties. According to Hasibuan (2017) and Sutrisno (2016), work discipline is the attitude and behavior of employees in complying with organizational rules and standards. According to Robbins and Judge (2019), work discipline is employee compliance with organizational rules and standards reflected in daily work behavior.

### **Indicators of Work Discipline**

- a. Adherence to Regulations
- b. Attendance and Punctuality
- c. Work Responsibility
- d. Self-Control

### **Organizational Support**

According to Rhoades and Eisenberger (2020), organizational support reflects employees' belief that the organization provides rewards and necessary support to support performance and career development. According to Eisenberger et al. (2019), organizational support is employees' perception of the extent to which the organization values their contributions and cares about their well-being.

### **Indicators of Organizational Support**

- a. Recognition of Achievement
- b. Attention to Well-being
- c. Provision of Resources
- d. Open Communication

### **Research Methodology**

This study uses a quantitative approach with a causal research type (explanatory research). A quantitative approach is used because this study aims to examine the influence between variables measured in numerical form and analyzed using statistical techniques. The analytical method used in this research is Structural Equation Modeling (SEM) based on Partial Least Squares (PLS) with the help of the SmartPLS application.

The population in this study were all employees of PT Jaya Abadi Siaga Medan, totaling 60 people. The population is the entire research subject that has certain characteristics according to the research objectives. Because the population is relatively small, only 60 people, the entire population was used as the research sample. The sampling technique used is the saturated sampling technique. According to Sugiyono (2019), saturated sampling is a sample determination technique when all population members are used as samples. Sekaran and Bougie (2020) also explain that this technique is appropriate when the population is relatively small, allowing all population members to be used as research respondents.

The outer model evaluation aims to test the validity and reliability of indicators. Convergent validity is assessed through loading factor values which must be greater than 0.70. Additionally, the Average Variance Extracted (AVE) value must be more than 0.50. Construct reliability is assessed through Composite Reliability and Cronbach's Alpha with a minimum value of 0.70.

The inner model evaluation is conducted to test the relationships between variables. This testing is done by looking at the path coefficient values, t-statistics, and p-value through the

bootstrapping procedure. Hypotheses are declared significant if the p-value is less than 0.05 at 5 percent significance level.

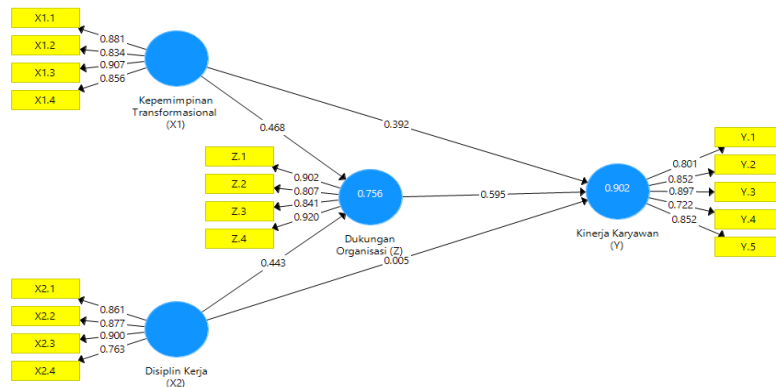
**Results**

**Outer Model Analysis**

Testing the measurement model (outer model) is used to determine the specification of the relationship between latent variables and their manifest variables. This testing includes convergent validity, discriminant validity, and reliability.

**1. Convergent Validity**

Convergent validity of the measurement model with reflective indicators can be seen from the correlation between item/indicator scores and construct scores. Individual indicators are considered reliable if they have a correlation value above 0.70. Based on the results for outer loading, there are indicators with loading below 0.60 and not significant. The structural model in this study is shown in the following figure:



**Figure 1. Outer Model**

**Table 1. Outer Loadings**

	Work Discipline (X2)	Organizational Support (Z)	Transformational Leadership (X1)	Employee Performance (Y)
X1.1			<b>0,881</b>	
X1.2			<b>0,834</b>	
X1.3			<b>0,907</b>	
X1.4			<b>0,856</b>	
X2.1	<b>0,861</b>			
X2.2	<b>0,877</b>			
X2.3	<b>0,900</b>			
X2.4	<b>0,763</b>			
Y.1				<b>0,801</b>
Y.2				<b>0,852</b>
Y.3				<b>0,897</b>
Y.4				<b>0,722</b>
Y.5				<b>0,852</b>
Z.1		<b>0,902</b>		
Z.2		<b>0,807</b>		
Z.3		<b>0,841</b>		
Z.4		<b>0,920</b>		

Source:Output Smart PLS3.3.3

Table 1 shows that all indicators for each variable have high outer loading values, i.e., above 0.70. For the Transformational Leadership variable (X1), outer loading values range from 0.834 to 0.907, indicating that all indicators are valid in measuring the construct. The Work Discipline variable (X2) has values between 0.763 and 0.900, so all indicators are also declared feasible. Furthermore, the Organizational Support variable (Z) has outer loading values between 0.807 and 0.920, indicating an excellent level of validity. Meanwhile, the Employee Performance variable (Y) has values ranging from 0.722 to 0.897, which also meet the validity criteria. Thus, it can be concluded that all indicators in this study have met the convergent validity requirements and are suitable for further analysis

### Discriminat Validity

This section will describe the results of the discriminant validity test. The discriminant validity test uses cross-loading values. An indicator is declared to meet discriminant validity if the indicator's cross-loading value on its variable is the largest compared to other variables. The following are the cross-loading values for each indicator:

**Table 2.** Discriminant Validity

	Work Discipline (X2)	Organizational Support (Z)	Transformational Leadership (X1)	Employee Performance (Y)
X1.1	0,730	0,781	0,881	0,808
X1.2	0,722	0,624	0,834	0,672
X1.3	0,709	0,766	0,907	0,825
X1.4	0,697	0,706	0,856	0,779
X2.1	0,861	0,783	0,847	0,805
X2.2	0,877	0,726	0,681	0,698
X2.3	0,900	0,686	0,643	0,648
X2.4	0,763	0,601	0,590	0,612
Y.1	0,598	0,762	0,711	0,801
Y.2	0,771	0,841	0,802	0,852
Y.3	0,704	0,792	0,835	0,897
Y.4	0,572	0,673	0,586	0,722
Y.5	0,720	0,742	0,720	0,852
Z.1	0,717	0,902	0,667	0,764
Z.2	0,666	0,807	0,725	0,792
Z.3	0,771	0,841	0,802	0,852
Z.4	0,707	0,920	0,677	0,789

Sumber :Output Smart PLS3.3.3

Table 2 shows that each indicator has the highest loading value on the variable it measures compared to other variables. Indicators for Transformational Leadership (X1) have higher loading values on the X1 construct compared to other constructs, likewise the indicators for Work Discipline (X2), Organizational Support (Z), and Employee Performance (Y), each showing the highest value on its own variable. This indicates that each indicator is able to distinguish its construct well (discriminant validity is met). Thus, it can be concluded that the measurement model in this study has good discriminant validity and is feasible to proceed to the next stage of analysis.

### Composite reliability

To determine the reliability value in subsequent tests, an indicator block evaluating composite construct dependency is used. A construct value is considered reliable if the composite reliability value is more than 0.60. The construct value of the variable from the indicator block measuring the construct can be used to calculate the reliability value using Cronbach's alpha in addition to testing the composite reliability value. An item is considered credible if its Cronbach's alpha value is greater than 0.7. The following table displays the construct loading values of the research variables obtained using the Smart PLS program:

**Table 3.** Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Work Discipline (X2)	0,873	0,913	0,726
Organizational Support (Z)	0,890	0,925	0,754
Transformational Leadership (X1)	0,893	0,925	0,757
Employee Performance (Y)	0,883	0,915	0,684

Source: Output Smart PLS3.3.3

Table 3 shows that all variables have Cronbach's Alpha and composite reliability values above 0.70, meaning that all constructs in this study have met the reliability criteria and are declared consistent. Additionally, the Average Variance Extracted (AVE) value for each variable is also above 0.50, ranging from 0.684 to 0.757, indicating that the constructs have good convergent validity. Thus, it can be concluded that all variables, namely Work Discipline (X2), Organizational Support (Z), Transformational Leadership (X1), and Employee Performance (Y), have met the reliability and validity criteria, so they are suitable for further analysis.

### Inner Model Analysis

The structural model, also known as the inner model, is assessed to ensure its accuracy and reliability. Several indicators, such as the following, can be used to visualize the stages of structural model evaluation analysis:

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

Based on data processing performed using the SmartPLS 3.0 program, the R Square values are obtained as follows:

**Table 4.** R Square Results

	R Square	Adjusted R Square
Organizational Support (Z)	0,756	0,747
Employee Performance (Y)	0,902	0,897

Sumber : Output Smart PLS3.3.3

Table 4 shows that the R Square value for the Organizational Support (Z) variable is 0.756 and the Adjusted R Square is 0.747. This means that 75.6% of the variation in Organizational Support can be explained by the independent variables in the model, while the rest is influenced by other factors outside the research. Meanwhile, the Employee Performance (Y) variable has an R Square value of 0.902 and an Adjusted R Square of 0.897, indicating that 90.2% of the variation in Employee Performance can be explained by the variables in the model. Thus, this

research model has a strong explanatory power, especially in explaining the Employee Performance variable.

### Hypothesis Testing

After conducting the inner model assessment, the next stage is to examine the proposed relationships between latent constructs in this study. The hypothesis testing technique used T-Statistics and P-Values. A hypothesis is considered accepted if the T-Statistics value is greater than 1.96 and the P-Value is less than 0.05. The following are the results of the path coefficients for direct effects:

**Table 5 .Path Coefficients (Direct Effects)**

	Original Sample (O)	T Statistics (  O/STDEV D)	P Values	Results
Work Discipline_(X2) -> Organizational Support (Z)	0,443	3,911	<b>0,000</b>	<b>Accepted</b>
Work Discipline_(X2) -> Employee Performance (Y)	0,005	0,069	<b>0,472</b>	<b>Rejected</b>
Organizational Support (Z) -> Employee Performance (Y)	0,595	8,120	<b>0,000</b>	<b>Accepted</b>
Transformational Leadership_(X1) -> Organizational Support (Z)	0,468	4,197	<b>0,000</b>	<b>Accepted</b>
Transformational Leadership_(X1) -> Employee Performance (Y)	0,392	5,543	<b>0,000</b>	<b>Accepted</b>

Sumber :Output Smart PLS3.3.3

1. Work Discipline has a positive and significant effect on Organizational Support with a coefficient value of 0.443, T-statistic 3.911, and P-values 0.000. This shows that the higher the work discipline, the higher the organizational support increases, so the hypothesis is accepted.
2. Work Discipline does not have a significant effect on Employee Performance with a coefficient value of 0.005, T-statistic 0.069, and P-values 0.472. This shows that changes in work discipline do not have a significant influence on employee performance, so the hypothesis is rejected.
3. Organizational Support has a positive and significant effect on Employee Performance with a coefficient value of 0.595, T-statistic 8.120, and P-values 0.000. This means that the higher the organizational support, the higher the employee performance increases, so the hypothesis is accepted.
4. Transformational Leadership has a positive and significant effect on Organizational Support with a coefficient value of 0.468, T-statistic 4.197, and P-values 0.000. This shows that good leadership can increase organizational support, so the hypothesis is accepted.
5. Transformational Leadership has a positive and significant effect on Employee Performance with a coefficient value of 0.392, T-statistic 5.543, and P-values 0.000. This means that the better the transformational leadership, the higher the employee performance, so the hypothesis is accepted.

**Table 6.** Path Coefficients (Indirect Effects)

	Original Sample (O)	T Statistics (  O/STDEV  )	P Values	Results
Work Discipline (X2) -> Organizational Support (Z) -> Employee Performance (Y)	0,264	3,261	0,001	Accepted
Transformational Leadership (X1) -> Organizational Support (Z) -> Employee Performance (Y)	0,278	3,898	0,000	Accepted

Sumber :Output Smart PLS3.3.3

1. Work Discipline has a positive and significant indirect effect on Employee Performance through Organizational Support with a coefficient value of 0.264, T-statistic 3.261, and P-values 0.001. This shows that Organizational Support is able to mediate the relationship between Work Discipline and Employee Performance, so the hypothesis is accepted.
2. Transformational Leadership has a positive and significant indirect effect on Employee Performance through Organizational Support with a coefficient value of 0.278, T-statistic 3.898, and P-values 0.000. This shows that Organizational Support is able to mediate the relationship between Transformational Leadership and Employee Performance, so the hypothesis is accepted.

### Conclusion

1. Work discipline is proven to significantly increase organizational support, so the better the employee's work discipline, the higher the perceived organizational support.
2. Work discipline has no direct effect on employee performance, so an increase in work discipline does not directly improve performance.
3. Organizational support plays an important role in improving employee performance, so the higher the support provided by the organization, the higher the employee performance will be.
4. Transformational leadership can increase organizational support, indicating that a good leadership style can create a supportive work environment.
5. Transformational leadership directly improves employee performance, so the more effective the leadership, the higher the resulting performance.
6. Work discipline can indirectly improve employee performance through organizational support, so organizational support acts as an important mediating variable.
7. Transformational leadership can also improve employee performance through organizational support, meaning that organizational support strengthens the influence of leadership on performance.

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