



Perceived Supervisor Support as a Mediator: Linking Perceived Organizational Support To Employee Performance

Muhammad Arsel¹, Ignatius Soni Kurniawan^{2*}, Nala Tri Kusuma³

^{1,2,3} Management Study Program, Sarjanawiyata Tamansiswa University, Yogyakarta, Indonesia
muhammadarsel152@gmail.com¹, soni_kurniawan@ustjogja.ac.id^{2*},
nala.kusuma@ustjogja.ac.id³

Abstract. The purpose of this study is to examine the effect of perceived supervisor support as a mediator of perceived organizational support on employee performance. This study uses a quantitative method, with accidental sampling technique, the population used is employees of PT Azizan Wesi Utama Balongan Indramayu with a sample size of 94 respondents. Data were collected through a structured questionnaire and analyzed using Partial Least Squares–Structural Equation Modeling (PLS-SEM) with SmartPLS. The results of the study indicate that perceived organizational support has a positive and significant effect on perceived supervisor support, perceived supervisor support has a positive and significant effect on employee performance, while perceived organizational support has a positive but insignificant effect on employee performance. Perceived supervisor support acts as a bridge between perceived organizational support and employee performance. This study shows that employee performance will increase if organizational support is well interpreted by superiors through personal attention, reinforcement of self-confidence, and meaningful rewards.

Keywords: employee performance; perceived organizational support; perceived supervisor support.

1 Introduction

Employee performance (EP) has a real impact on organizational success. Employee performance reflects the ability and work results achieved in terms of both quality and quantity in accordance with the responsibilities given [1]. In the context of PT Azizan Wesi Utama Balongan–Indramayu, improvements in employee performance are influenced by their technical abilities and the support they receive from the company and their supervisors. Perceived supervisor support (PSS) is a tangible extension of organizational attention in the field, while perceived organizational support (POS) indicates that the company values employee contributions and cares about their well-being.

Employee performance is influenced by many things, such as organizational and supervisor support, work environment, compensation system, and career development opportunities [2]. While the role of supervisors is key to making organizational support feel real at the individual level, adequate support from the organization has been shown to increase motivation and work commitment. In reality, employees view the company from the perspective of formal policies, but also from the way managers view, teach, and provide feedback on their work results. This is where supervisor support perception (PSS) functions as a bridge that transforms organizational support perception (POS) into a tangible work experience. Employees feel the organization's support directly when their superiors continue to provide support and attention. Ultimately, this results in improved performance [3].

PT Azizan Wesi Utama, a company engaged in mechanical and heavy equipment rental, was established in 2019. Although it is a new company in the category, PT Azizan Wesi Utama has shown significant growth. The company has developed its role as a *general contractor* and *supplier* engaged in the building construction, mechanical installation, and electrical sectors in a professional and reliable manner, recognizing the importance of human resources in supporting the company's operational sustainability and competitiveness. The company's location in the Indramayu area makes it the only local business entity focused on mechanical services and heavy equipment provision. This position provides differentiation value and strengthens the company's image in the eyes of its business partners. This reputation is proven through various forms of cooperation with companies and projects in the industrial and construction sectors. Several strategic partners that have established working relationships with PT Azizan Wesi Utama include PT Pertamina (Persero) and its operational units such as PT Kilang Pertamina Internasional and PT Pertamina Patra Niaga. This partnership is proof that PT Azizan Wesi Utama has the competence, credibility, and experience to support the needs of the national energy industry. The company continuously improves its competency enhancement programs to ensure that every employee is able to optimize their potential and contribute maximally to the achievement of the company's goals. To that end, human resource management is directed at developing a workforce that is competent, adaptive, and highly committed to the company's vision. This phenomenon prompted researchers to conduct a more in-depth study of the human resources aspect at PT Azizan Wesi Utama, as optimal employee performance is a crucial factor in maintaining the company's sustainability and development.

Previous studies have shown inconsistent results regarding the relationship between organizational support and employee performance. Research has found that organizational support has a positive and significant impact on employee performance, indicating that greater organizational support leads to better performance [4]. Other studies have found different results, showing that greater organizational support does not necessarily have a direct impact on performance [5]. In this study, the mediation proposal is based on empirical findings that organizational support has a positive and significant effect on supervisor support; these findings indicate that the greater the organizational support, the more often supervisors exhibit supportive behavior toward employees [6]. Furthermore, it has been proven that supervisor support also has a positive and significant impact on employee performance, meaning that attention, guidance, and support from supervisors can improve work outcomes [7]. Thus, there is

a strong basis for examining the role of supervisor support as a mediating variable that intervenes in the influence of organizational support on employee performance.

PT Azizan Wesi Utama is located in Balongan, Indramayu, and was established in 2019. It focuses on heavy equipment and mechanical rentals. Despite being a new company, it has experienced rapid growth thanks to strategic partnerships with PT Pertamina (Persero) and its subsidiaries, as well as several projects in the construction sector. The company faces challenges in maintaining the stability and consistency of employee performance behind this progress. Some employees show a decline in motivation, lack of initiative, and are not involved in completing tasks. This is suspected to be due to employees' perceptions of organizational support that is not fully felt in the form of rewards, attention, and organizational fairness. In addition, due to the limited communication and direct guidance between superiors and employees, the support of superiors, which should be the main channel for conveying organizational support, has not been optimal. This is what makes this study important to determine the extent to which POS affects employee performance and how PSS functions as a mediating variable that strengthens this relationship at PT Azizan Wesi Utama Balongan–Indramayu.

2 Literature Review and Hypothesis Development

Perceived Organizational Support (POS) looks at the extent to which employees believe that the organization values their contributions and cares about employee welfare [8]. When employees feel support from the organization, this perception not only affects the employee's relationship with the organization as a whole, but also affects how employees assess the support provided by their immediate supervisor. Supervisors are generally seen as representatives of the organization (agents of the organization). When the organization provides adequate support, supervisors tend to have the resources, legitimacy, and psychological motivation to show support to employees [9]. Previous research shows that POS is positively correlated with perceived supervisor support, where employees who feel high organizational support are more likely to perceive that their supervisors also provide attention, guidance, and support in performing their jobs [10]. This is explained through the *social exchange theory* approach, which states that a positive reciprocal relationship will form when the organization and supervisor both show concern for employee needs [11]. Therefore, the higher the employees' perception of organizational support, the higher their perception that their supervisors also provide support.

H1: *Perceived organizational support* has a positive effect on *perceived supervisor support*.

Perceived supervisor support refers to employees' perceptions of the extent to which their superiors appreciate their contributions and care about their well-being [12]. Supervisor support is a form of social support based on trust, willingness to help, and fair treatment in work relationships [13]. Previous studies emphasize that supervisor support is reflected in the recognition given for employee performance and the supervisor's concern for employee well-being [10]. The support provided by supervisors to employees makes employees feel that their supervisors provide

guidance, assistance, recognition, and fairness in work interactions, increasing employees' sense of appreciation, recognition, and performance. Increased motivation and psychological comfort encourage employees to work more effectively, efficiently, and be committed to achieving targets [14]. Previous research has stated that perceived supervisor support has a positive and significant effect on employee performance [12], [13], [15].

H2: Perceived supervisor support has a positive effect on employee performance.

Perceived Organizational Support (POS) is defined as the extent to which employees believe that the organization values their contributions and cares about their well-being. When employees feel a high level of support from the organization, they will be more motivated to demonstrate a positive work attitude, increase their sense of responsibility, and strive to repay that support through improved performance [10]. According to *social exchange theory*, the reciprocal relationship between the organization and employees will result in positive behavior, including stronger work commitment and increased effort in carrying out tasks [11]. Previous research has found that perceived organizational support (POS) directly improves employee performance [1], [16]. Meanwhile, other studies have found that POS has a significant impact on employee performance and affective commitment [17]. POS increases employees' desire to work and encourages them to perform beyond the official job requirements [18]. The results reinforce the idea that organizational support is a form of managerial care and strategic investment that has a positive impact on work behavior. When workers feel valued and involved, they will be more loyal and dedicated, which directly impacts organizational performance improvement.

H3: *Perceived organizational support* has a positive effect on employee performance.

Perceived Organizational Support signals to employees that the organization values their contributions and cares about their well-being [19]. However, this support is not always received directly by employees in the form of concrete actions, but is often channeled through supervisors as representatives of the organization. Supervisors play a role in guiding and paying attention to employees, which greatly influences how organizational support is translated into daily work experiences [12]. Therefore, perceived supervisor support becomes a mechanism that bridges the effect of organizational support on employee behavior and performance. When employees feel that their supervisors truly provide support, attention, and guidance, they will feel more valued, motivated, and encouraged to work optimally. Several studies show that PSS can strengthen the influence of POS on work performance, because supervisors play a direct role in directing, facilitating, and assessing employee work [18]. Thus, supervisor support functions as a psychological channel that translates organizational support into employee performance.

H4: *Perceived supervisor support* mediates the influence of *perceived organizational support* on employee performance.

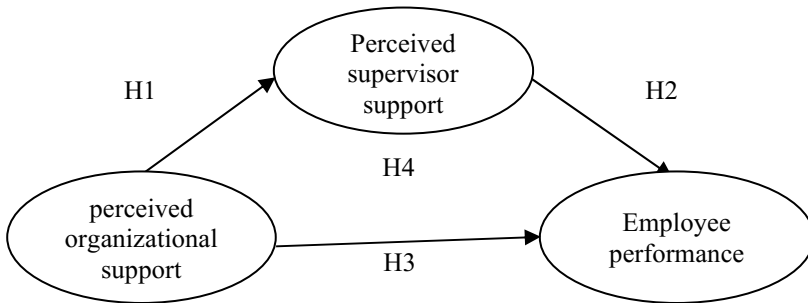


Figure 1. Hypothesized Research Model

3 Method

This study used a quantitative research method with accidental sampling technique. The population used in this study consisted of 100 employees of PT Azizan Wesi Utama Balongan–Indramayu with a sample size of 94, exceeding the minimum limit of 80 employees according to the Slovin formula [20]. To determine the sample size, the researcher applied the Slovin formula and obtained a total of 80 employees from a population of 100 with a 5% margin of error. The data used primary data sources obtained through a survey using a questionnaire instrument. This study used a five-point Likert scale, where one point indicated strongly disagree and five points indicated strongly agree. The perceived organizational support (POS) variable was created based on previous studies that measured the extent to which employees felt that the organization valued their contributions and cared about their well-being. This variable consists of ten statements, such as "The organization values my contribution to its well-being" [21]. The perceived supervisor support (PSS) variable is an instrument that assesses the extent to which supervisors provide support, attention, and care to employees [9]. This instrument consists of 16 items, such as, "My supervisor considers my best interests when making decisions that affect me." Meanwhile, employee performance is measured by 5 items that assess the extent to which employees carry out their job responsibilities and achieve standards. Five items are used to measure employee performance, such as "I complete the tasks that have been assigned" [22]. All collected data was then analyzed using the Partial Least Squares–Structural Equation Modeling (PLS-SEM) method with the assistance of SmartPLS software

4 Result and Discussion

4.1 Respondent Characteristics

The results of the respondent characteristics of PT Azizan Wesi Utama Balongan–Indramayu (Table 1) show that most employees are male (66%), non-permanent (63.8%), have a high school education or equivalent (48.9%), and have worked for 1–5 years (56.3%). Most respondents were between 19 and 25 years old (45.7%),

indicating that young workers with relatively short work experience dominate. Based on this composition, the company is dominated by operational employees who are still at the beginning of their careers, so organizational support and the role of superiors are very important to foster their loyalty, motivation, and performance improvement.

Table 1. Results of Respondent Characteristics Test

Gender	Frequency	Percent
Male	62	66
Women	32	34
Employee Status		
Permanent Employee	34	36.2
Non-Permanent Employee	60	63.8
Employee Education		
High School/Equivalent	46	48.9
Junior High School/Equivalent	4	4.3
Diploma (D1/D2/D4/D3)	20	21.3
Bachelor	24	25.5
Years of Experience		
1-5 years	53	56.4
6-10 years	14	14.9
11-15 years	27	28.7
Employee Age		
19-25	43	45.7
26-30	22	23.4
31-40 years old	29	30.9

Primary Data Source: Data processed in 2025.

4.2 Outer Loading

Based on the outer loading test results in Table 2, all indicators for employee performance, organizational support, and supervisor support variables have values above 0.70, indicating that all items meet the convergent validity criteria. The PSS11 indicator received the highest loading value of 0.912, indicating that this indicator most strongly reflects the supervisor support variable. Overall, these findings confirm that each indicator has the ability to measure its construct well and that they can be used for future structural model analysis.

Table 2. Outer Loading

Variable Name	Employee Performance	Perceived Organizational Support	Perceived Supervisor Support
EP1	0.891		
EP2	0.902		
EP3	0.894		
EP4	0.883		
EP5	0.861		

Variable Name	Employee Performance	Perceived Organizational Support	Perceived Supervisor Support
POS1		0.867	
POS2		0.832	
POS3		0.855	
POS4		0.833	
POS5		0.884	
POS6		0.885	
POS7		0.828	
POS8		0.832	
POS9		0.878	
PSS1			0.869
PSS2			0.736
PSS3			0.827
PSS4			0.870
PSS5			0.801
PSS6			0.781
PSS7			0.857
PSS8			0.789
PSS9			0.879
PSS10			0.900
PSS11			0.912
PSS12			0.868
PSS13			0.892
PSS14			0.865
PSS15			0.901
PSS16			0.883

Primary Data Source: Data processed in 2025.

4.3 Model Fit

Based on Table 3, the overall model fit indicates satisfactory adequacy. The SRMR value of 0.044, which is below the recommended threshold of 0.08, confirms a good approximation between the observed and model-implied correlations. The NFI value of 0.780 reflects an acceptable, albeit moderate, level of model fit, as higher values denote stronger explanatory power. Furthermore, the d_ULS (0.947) and d_G (2.107) indices provide additional support for the robustness of the proposed model. Although the Chi-square statistic (888.235) appears relatively large, it is highly sensitive to sample size and model complexity and therefore does not constitute a decisive criterion within the PLS-SEM framework. Collectively, these indicators demonstrate that the structural model exhibits an acceptable and empirically supported fit, justifying its use for subsequent hypothesis testing.

Table 3. Model Fit

SRMR	0.044
d_ ULS	0.947
d_ G	2.107
Chi-square	888.235
NFI	0.780

Primary Data Source: Data processed in 2025.

4.4 Coefficient of Determination (R^2)

The R^2 value (Table 4) for the relationship between perceived organizational support and supervisor support is 0.924, indicating that perceived organizational support can explain 92.4% of the variation in supervisor support, with the remaining 7.6% explained by other variables outside the model. Meanwhile, the R^2 value for the relationship between perceived organizational support and supervisor support on employee performance is 0.854, indicating that 85.4% of the variation in employee performance can be explained by these two variables, and the remaining 14.6% is influenced by other factors not included in this study.

Table 4. Coefficient of Determination (R^2)

R-square -Overview	R-Square	Adjusted R-Square
Employee Performance		0.854
Perceived Supervisor Support	0.924	

Primary Data Source: Data processed in 2025.

Table 5. Reliability, Composite & AVE

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted
Employee Performance	0.932	0.933	0.785
Perceived Organizational Support	0.960	0.960	0.736
Perceived Supervisor Support	0.975	0.976	0.728

Primary Data Source: Data processed in 2025.

Cronbach's alpha values (Table 5) for the variables of perceived organizational support, supervisor support, and employee performance are all above 0.70, indicating that the three variables are reliable. Composite reliability also shows good results with values above 0.70, indicating that each construct has strong internal consistency and is suitable for use in this study. The Average Variance Extracted (AVE) value for all variables is also above 0.50, which means it is valid and meets the convergent validity criteria. Therefore, all indicators are reliable and valid, meaning that the structural model test can be continued.

Based on the path analysis results in Table 6, the relationship between organizational support and employee performance shows a positive but insignificant effect ($\beta = 0.210$; $T = 1.441$; $p = 0.150$). Conversely, the relationship between organizational support and supervisor support shows a positive and significant effect ($\beta = 0.961$; $T = 84.499$; $p = 0.000$), as does the relationship between supervisor support and employee performance, which is also significant ($\beta = 0.722$; $T = 5.108$; $p = 0.000$). The mediation test results show that supervisor support significantly mediates the effect of organizational support on employee performance ($\beta = 0.694$; $T = 5.167$; $p = 0.000$), which means that the role of supervisors is an important link in strengthening the effect of organizational support on performance improvement.

Table 6. Path Analysis Test Results

		Original Sample	Sample Mean (M)	Standard Deviation	T Statistic	P Values
H1	POS-PSS	0.961	0.961	0.011	84.499	0.000
H2	PSS-EP	0.722	0.720	0.141	5.108	0.000
H3	POS-EP	0.210	0.210	0.146	1.441	0.150
H4	POS-PSS-EP	0.694	0.692	0.134	5.167	0.000

Primary Data Source: Data processed in 2025.

4.5 Discussion

Hypothesis 1 test shows that perceived organizational support has a positive and significant effect on perceived supervisor support. This study is in line with previous research showing that perceived organizational support is positively correlated with perceived supervisor support, where employees who feel high organizational support are more likely to assess that their supervisors also provide attention, guidance, and support in carrying out their work [10]. Thus, a positive reciprocal relationship will be formed when the organization and superiors both show concern for the needs of employees within the company.

Hypothesis 2 shows that perceived supervisor support has a positive and significant effect on employee performance. The findings of this study are in line with previous findings [12], [13], [15]. When supervisors provide support to employees, this form of caring makes employees feel that their supervisors provide guidance, assistance, appreciation, and fairness in work interactions, increasing employees' sense of appreciation and motivation. The form of care provided by supervisors to employees encourages motivation and psychological comfort, encouraging employees to work more effectively, efficiently, and be committed to achieving targets.

The third hypothesis indicates that perceived organizational support has a positive but insignificant effect on employee performance. These findings are consistent with previous studies [2]. These results indicate that organizational support is not sufficient to directly improve performance. Therefore, employees' perceptions of organizational

support are very important in making it more tangible and impactful on improving employee performance. Without the active involvement of supervisors, organizational support tends to be formal and lacks the psychological drive to boost performance.

The results of hypothesis 4 show that perceived supervisor support can act as a mediator of perceived organizational support on employee performance. When employees feel that their superiors provide support, attention, and guidance, they will feel more appreciated, motivated, and encouraged to work optimally. Several studies show that PSS can strengthen the influence of POS on work outcomes, because supervisors play a direct role in directing, facilitating, and assessing employee work [18]. These findings also indicate that strong social relationships between supervisors and subordinates are an important prerequisite for organizational support to have a real impact on performance. Furthermore, trust and psychological safety built through positive interactions with supervisors can strengthen employees' commitment to contributing their best to the organization.

5 Conclusion

Research conducted at PT Azizan Wesi Indramayu found that perceived organizational support had a positive and significant effect on perceived supervisor support, and perceived supervisor support had a positive and significant effect on employee performance. Meanwhile, perceived organizational support had a positive but insignificant effect on employee performance. Perceived supervisor support acted as a mediator of perceived organizational support on employee performance. This study emphasizes the importance of supervisor support as the main channel for translating organizational policies and concerns into employee work behavior. Organizations must ensure that every leader has the ability to provide tangible support, such as guidance, rewards, and attention to subordinates' needs. Efforts to strengthen interpersonal relationships between supervisors and employees will make organizational support more tangible and have an impact on performance improvement. Furthermore, future researchers are encouraged to examine self-efficacy and rewards and recognition, as employee self-confidence and appropriate reward systems can strengthen the influence of organizational support and supervisor support in promoting more optimal performance [12], [15].

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