



## THE INFLUENCE OF PERCEIVED SUPERVISOR SUPPORT AND EMPLOYEE ENGAGEMENT ON EMPLOYEE PERFORMANCE: THE MEDIATING ROLE OF JOB SATISFACTION AT PT XYZ

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### ABSTRACT

**Introduction:** Employee performance has become an urgent concern for textile manufacturers in Indonesia as competitive pressures intensify, with this concern centred on three interrelated factors: how supervisors are perceived to support staff, how engaged employees feel, and how satisfied they are with their jobs. However, what has not received adequate empirical attention is the psychological chain linking these factors—particularly the role of job satisfaction as a bridge between them.

**Methods:** A quantitative approach was adopted, utilising survey responses from 278 employees at PT XYZ who had a minimum of two years of service and were chosen purposively from a total workforce of 1,202. The study employed Partial Least Squares Structural Equation Modelling (PLS-SEM) to evaluate the proposed conceptual framework.

**Result:** When supervisor support and employee engagement are present together, there is a notable rise in job satisfaction. This heightened satisfaction acts as the main pathway by which supervisor support and engagement enhance employee performance. Findings from this study confirm that all three variables—supervisor support, engagement, and satisfaction—exert a meaningful and substantial influence on how well employees perform in their roles.

**Concluding remarks and recommendations:** The findings suggest that increasing supervisor support, fostering greater employee engagement, and improving job satisfaction are key strategies for boosting employee performance. Future studies are encouraged to investigate additional organisational and psychological elements or to use longitudinal research designs to gain deeper insights into employee performance, particularly within labour-intensive industries.

### INTRODUCTION

Indonesia's Textile and Textile Products (TPT) industry stands as one of the country's foremost manufacturing industries, emerging as a principal contributor to economic prosperity, generating state revenue, and providing

employment opportunities. Due to its heavy dependence on manual labor, this sector absorbs a large workforce, reinforcing its status as a central component of Indonesia's industrial strength. Despite its importance, the industry now encounters a range of new challenges—including reduced export orders, higher production expenses, stiff competition from international markets, and rapid technological change. These factors collectively pressure local textile businesses to enhance their operational effectiveness, particularly by optimizing human resource management (Badan Pusat Statistik, 2025; Kementerian Perindustrian Republik Indonesia, 2024).

Robbins and Judge (2013) argue that human resources are the most crucial factor in determining organizational success compared to other elements. Optimal employee performance enables companies to meet production targets more effectively. Conversely, poor workforce performance often leads to decreased productivity, production process delays, substandard work output, and weakened organizational effectiveness. Therefore, efforts to improve staff productivity become a top priority for industrial companies operating in highly competitive markets.

PT XYZ, a textile production company in Cirebon, Indonesia, faces similar issues. Organizational data and field observations collected in this study indicate that staff performance has not yet met the expected organizational benchmarks. There are signs of variation in productivity, work quality, and production target achievement across various operational parameters. An initial survey among employees also revealed that not all workers feel adequate managerial support, high work engagement, and good job satisfaction. This condition reflects suboptimal organizational effectiveness. Factors such as employee technical skills, psychological elements, and workplace management aspects also influence this effectiveness. These findings align with the problem identification in the study, indicated by production delays, low productivity, poor communication between management and employees, low commitment among some workers, and varying levels of job satisfaction at PT XYZ.

Supervisor support and employee engagement are essential elements that influence workforce productivity. For example, workers in manufacturing settings who truly feel backed by their supervisors are generally more motivated to strive towards achieving company goals. At the same time, employees with a strong sense of engagement and enthusiasm for their duties often demonstrate higher output. Although organizations have implemented various strategies to enhance employee performance, these initiatives will fall short unless there is a thorough understanding of employees' everyday attitudes and behaviors. As such, examining the interconnections among supervisor support, engagement, job satisfaction, and performance is crucial for organizations seeking to maintain a lasting competitive edge.

A strong association among supervisor support, employee involvement, satisfaction, and overall performance has been repeatedly documented across various organizational studies. Nevertheless, these patterns are most frequently identified in settings such as educational institutions, healthcare facilities, government agencies, and service-sector organizations. Research focusing on labor-intensive fields, particularly Indonesia's textile manufacturing industry, remains scarce. This shortage is further compounded by previous research that often examines these four factors separately or only investigates direct links, instead of examining the mediating role of job satisfaction in linking supervisor support, job involvement, and employee performance, the focus is placed on the manufacturing context. Given the distinct operational characteristics of the Indonesian textile sector compared to service industries, this gap clearly warrants more in-depth empirical investigation.

The present research seeks to mitigate the empirical evidence deficit through constructing a comprehensive model that connects supervisor support, employee engagement, job satisfaction, and performance specifically within Indonesia's textile manufacturing sector. What sets this study apart is its approach of analyzing both supervisor support and engagement simultaneously as predictors of performance. Additionally, employee satisfaction is strategically positioned as an intervening variable to elucidate the latent behavioral mechanisms while extending novel empirical evidence within the human resource management literature across workforce-intensive industries.

At PT XYZ specifically, this research sets out to test how supervisor support and engagement shape employee performance, with satisfaction serving as the mediating link. Two kinds of contribution are anticipated: theoretically, the study adds fresh empirical evidence on how job satisfaction mediates the organisational support-performance relationship; practically, its findings are meant to guide manufacturing companies in refining supervision practices and HR strategies that lift employee participation and satisfaction, and ultimately, performance itself.

## **LITERATURE REVIEW**

### **Employee Performance**

Employee performance describes how well a person can fulfil their job responsibilities, which in turn helps the organisation reach its overall objectives. Assessment criteria include productivity, work quality, and compliance with established deadlines, efficiency, independence, and loyalty are typically used to measure how much an individual contributes to the company (Robbins & Judge, 2013). In manufacturing settings, this dimension is especially important since the success of production goals relies heavily on the dependability and capability of the staff. As a result, maintaining strong employee performance is crucial for organizations engaged in highly contested business sectors.

Performance at work is shaped by more than just technical abilities; organizational and psychological factors. Previous empirical findings have identified organizational support, work engagement, and job satisfaction as key drivers of employees' attitudes, workplace behavior, and commitment to organizational objectives. Based on this rationale, employee performance is adopted as the study's dependent variable, representing the main behavioral result expected from well-implemented human resource management practices.

### **Perceived Supervisor Support**

Support from supervisors is perceived more positively when employees believe that their contributions are valued and their well-being receives genuine attention from organizational leaders (Shanock & Eisenberger, 2006). Leaders act as representatives of the organization in daily work situations, so supportive behaviors from supervisors influence how employees perceive both their supervisors and the organization overall. Drawing on Social Exchange Theory, a high level of supervisor backing is strongly linked to greater commitment, motivation, and improved job performance.

In the manufacturing industry, supervisor support goes beyond providing technical advice. It also involves acknowledging achievements, offering constructive feedback, giving emotional encouragement, and ensuring fairness in management practices. Employees are more likely to experience satisfaction and a sense of being valued when favorable organizational conditions are established. Such conditions largely depend on leadership practices that nurture a supportive workplace, reinforcing both motivation and organizational commitment while encouraging stronger engagement in work responsibilities and improved organizational outcomes.

### **Employee Engagement**

Conceptualized as a psychological state in which individuals experience enthusiasm, energy, and a sense of purpose at work, characterized by strong dedication and focused attention (Schaufeli et al., 2006). Workers who exhibit high engagement are usually persistent, motivated, and emotionally invested in their roles, often going beyond what is formally required of them.

This high level of engagement is particularly important within labor-intensive manufacturing environments, where repetitive tasks can gradually reduce motivation. Nevertheless, even in such challenging settings, employees who remain highly engaged are more likely to display increased initiative, loyalty, and productivity. Research consistently shows that engagement not only boosts job performance, but also enhances the emotional bond employees have with their organization.

### **Job Satisfaction**

According to Spector (2012), job satisfaction is the overall emotional response employees have after weighing their initial expectations against the actual experiences encountered in the workplace. Typically, employees who feel greater satisfaction with their jobs also exhibit more positive attitudes, stronger organizational commitment, and improved performance.

In this study, job satisfaction serves as an important psychological link between organizational resources and employee behavior, as explained by the JD-R model and Social Exchange Theory (SET). Improved productivity is expected to emerge through higher levels of job satisfaction, particularly when employees receive strong organizational support and exhibit high work engagement. Based on this relationship, job satisfaction serves as the mediating construct in the present study.

## Previous Studies

Findings from two studies reinforce the frequently observed relationship across various organizational contexts: perceived supervisor support is strongly correlated with improved employee performance. A different approach was used based on the evidence presented by Tarcan et al. (2021), meaningful gains in employee performance are attributable to from direct supervisor assistance. Meanwhile, Darmawan and Alawiyah (2023) revealed that this effect occurs indirectly through increased employee engagement, rather than directly influencing performance.

Sungmala and Verawat (2021) noted that employee engagement has long been considered a strong indicator of performance, where emotionally engaged individuals can surpass their peers in various aspects. Meanwhile, Febrial et al. (2020) also emphasized that engagement not only boosts productivity beyond its direct effect, the construct provides the pathway through which organizational communication is associated with job satisfaction, which together shape overall results. These findings indicate that active employee participation remains relevant as a psychological resource for driving organizational effectiveness.

Numerous prior investigations have confirmed that job satisfaction plays a significant role in improving performance. For instance, Pancasila et al. (2025) and Soetjipto and Supriyanto (2020) both highlighted job satisfaction as a leading factor and as a mediator linking organizational and personal factors with employee outcomes. Furthermore, evidence from the existing body of research identifies supervisory support as a significant contributor to employees' job satisfaction, a pattern confirmed by Kalliath et al. (2026) and Tuhumury et al. (2023). Nevertheless, research integrating these four constructs—supervisor support, engagement, satisfaction, and performance—into a single comprehensive study remains scarce, particularly in the labor-intensive textile manufacturing sector in Indonesia.

## Hypothesis

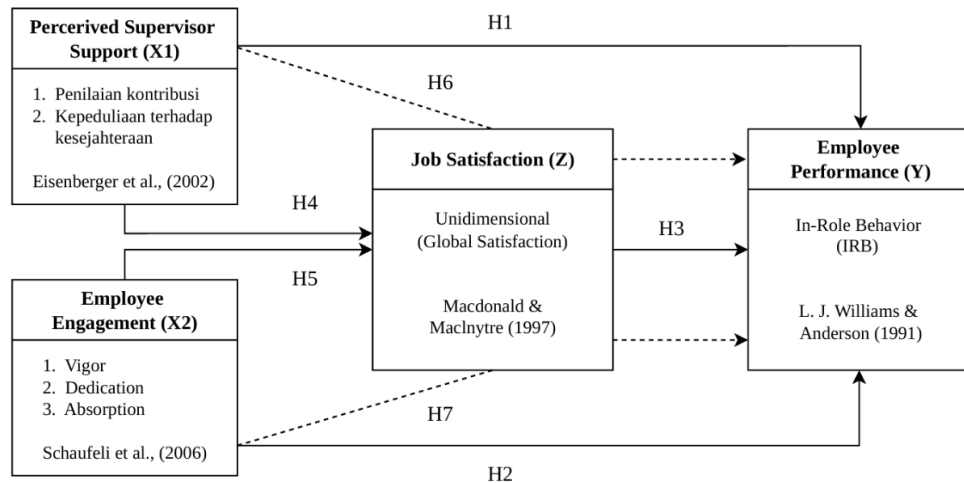


Figure 1. Conceptual Framework

## Perceived Supervisory Support as a Predictor of Job Satisfaction

Perceived supervisor support reflects how employees interpret the degree to which their efforts are acknowledged and their well-being is prioritized by their supervisors. A work environment that makes employees feel satisfied with their jobs is formed when managers provide recognition, constructive criticism, fair treatment, and emotional support. Based on Social Exchange Theory, positive attitudes from employees, such as higher job satisfaction, are a form of reciprocity for the supportive behavior provided by supervisors. Employees who perceive greater managerial support tend to have increased job satisfaction because they feel valued, respected, and assisted in completing their work tasks, as found in previous studies (Shanock & Eisenberger, 2006; Kurtessis et al., 2015; Tuhumury et al., 2023).

H1: The hypothesis is that supervisor support positively influences job satisfaction.

### **The Effect of Employee Engagement on Job Satisfaction**

Work engagement describes the psychological connection that develops between staff members and their organization as they carry out their daily responsibilities. Individuals who show high levels of engagement are generally more enthusiastic and emotionally invested in their work, resulting in a more positive outlook on their roles. As proposed by the Job Demands–Resources (JD-R) theory, staff members who are equipped with adequate resources and maintain strong psychological engagement are more prone to experience job satisfaction. Schaufeli et al. (2006) and Saks (2021) also found that when employees are happier at work, their perception of the workplace becomes more enjoyable and meaningful. These observations are consistent with earlier research in the field.

H2: Employee engagement improves employees' job satisfaction.

### **The Effect of Perceived Supervisor Support on Employee Performance**

Supervisors play a role in guiding, encouraging, and assisting employees in completing their tasks. The belief that management provides greater support tends to increase commitment to the company, motivation, and self-confidence in performing work. This positive attitude ultimately drives improvements in overall work quality, efficiency, and effectiveness. A considerable body of empirical evidence indicates that support from supervisors is positively related to better employee performance across a variety of organizational settings. The achievement of organizational goals by employees is facilitated by the supportive role of supervisors (Shanock & Eisenberger, 2006; Tarcan et al., 2021; Darmawan & Alawiyah, 2023).

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

### **The Effect of Employee Engagement on Employee Performance**

Individuals who willingly invest their physical, psychological, and emotional capacities in the execution of their work usually display high levels of engagement. When engagement is high, workers are more diligent, proactive in addressing challenges, and able to sustain strong performance even under difficult circumstances. Consequently, work engagement has emerged as a significant predictor of job performance. Empirical findings reported by Schaufeli et al. (2006), Sungmala and Verawat (2021), and Febrial et al. (2020) collectively suggest that individuals with greater engagement are generally more productive, show stronger loyalty to their organization, and deliver better work outcomes than those with lower engagement.

H4: Employee engagement has a positive effect on employee performance.

### **The Effect of Job Satisfaction on Employee Performance**

Greater fulfillment in the workplace is commonly reflected in stronger employee productivity and is more dependable than that of those who are dissatisfied, as satisfaction is usually linked to greater motivation and a stronger willingness to help the organization succeed. Job satisfaction is a positive emotional response that occurs when individuals feel their job experiences align with or surpass their expectations. Past research has frequently shown that job satisfaction is a significant factor influencing employee performance. Personnel who are satisfied with their work are more inclined to achieve higher productivity and maintain better work standards (Spector, 2012; Robbins & Judge, 2013; Pancasila et al., 2025).

H5: There is a positive relationship between job satisfaction and employee performance.

### **The Mediating Role of Job Satisfaction in the Relationship between Perceived Supervisor Support and Employee Performance**

Employee performance can be improved when supervisors provide genuine support and foster a positive psychological climate at work. In this context, job satisfaction acts as an intermediary, meaning that supportive

management leads to greater satisfaction, which then motivates employees to perform their duties with more dedication. When employees feel appreciated and acknowledged by their supervisors, their satisfaction increases and, as a result, their productivity also rises. This makes job satisfaction a crucial link that connects supervisor support with higher employee performance (Kalliath et al., 2026; Soetjipto & Supriyanto, 2020).

H6: Job satisfaction mediates the relationship between perceived supervisor support and employee performance.

### **The Mediating Role of Job Satisfaction in the Relationship between Employee Engagement and Employee Performance**

In general, employees who are highly engaged tend to display greater enthusiasm and a stronger identification with their job, which is frequently linked to elevated job satisfaction. As satisfaction rises, employees become more motivated to complete their tasks efficiently and achieve superior outcomes. This makes job satisfaction an important psychological mechanism that can help explain how engagement translates into improved employee performance. Previous studies has been shown to operate largely through job satisfaction, highlighting its role as a critical mediation construct (Pancasila et al., 2025; Febrial et al., 2020).

H7: Job satisfaction serves as a mediating factor in the relationship between employee engagement and employee performance.

## **RESEARCH METHODS**

A quantitative explanatory research design was employed to assess the cause-and-effect relationships linking perceived supervisor support, employee engagement, job satisfaction, and employee performance. The analytical framework positioned job satisfaction as the mediating variable, while employee performance was designated as the endogenous outcome. Perceived supervisor support (X1) together with employee engagement (X2) constituted the exogenous predictors. Measurement of all constructs relied on a five-point Likert scale, where 1 indicated strongly disagree and 5 indicated strongly agree.

The research sample included 909 production employees at PT XYZ, all of whom had a minimum of two years' tenure, ensuring that participants possessed adequate experience to assess supervisor support, engagement, and job satisfaction. Sample adequacy was established through the application of Slovin's formula based on a five-percent error tolerance.

$$n = N / (1 + N.e^2) = 909 / (1 + 909 \times 0.05^2) = 909 / 3.2725 = 277.79 \approx 278 \dots\dots\dots(1)$$

With a 95% confidence level, the required sample was set at 278 participants. Purposive non-probability sampling was applied to select production employees with minimum of two years' work tenure. Data were obtained through structured questionnaires and reinforced by direct field observations.

SmartPLS 4.0 was applied to examine the proposed framework using a PLS-SEM approach, considering its advantages in prediction-oriented research and flexibility with small, non-normally distributed datasets (Hair et al., 2014). Model quality was determined through construct validity, reliability, explanatory power (R<sup>2</sup>), and hypothesis testing. Statistical support was established through 5,000 bootstrap iterations when t-statistics exceeded 1.96 and significance values were below 0.05 (Hair et al., 2014).

## **RESULT AND ANALYSIS**

### **Respondent Characteristics**

A total of 278 manufacturing personnel employed by PT XYZ were involved as research subjects, with participant selection limited to individuals having at least two years of organizational experience. The survey instruments were delivered directly to the selected employees, and their demographic composition is reported in Table 1.

**Table 1**  
**Respondent Characteristics**

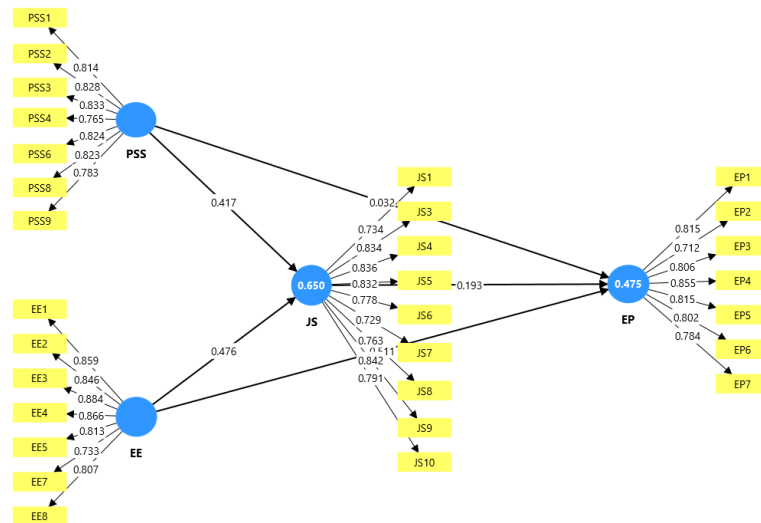
| No | Characteristic | Category                      | Frequency | Percentage (%) |
|----|----------------|-------------------------------|-----------|----------------|
| 1  | Gender         | Male                          | 142       | 51.1%          |
|    |                | Female                        | 136       | 48.9%          |
| 2  | Age            | < 25 years                    | 179       | 64.4%          |
|    |                | 26 - 35 years                 | 83        | 29.9%          |
|    |                | 36 - 45 years                 | 11        | 4.0%           |
|    |                | > 46 years                    | 5         | 1.8%           |
|    |                |                               |           |                |
| 3  | Education      | Junior High School            | 1         | 0.4%           |
|    |                | Senior High School/Vocational | 253       | 91.0%          |
|    |                | Diploma (D3)                  | 4         | 1.4%           |
|    |                | Bachelor's Degree (S1)        | 20        | 7.2%           |
| 4  | Tenure         | 2 years                       | 120       | 43.2%          |
|    |                | 3 - 5 years                   | 137       | 49.3%          |
|    |                | 6 - 9 years                   | 15        | 5.4%           |
|    |                | ≥ 10 years                    | 6         | 2.2%           |
|    |                |                               |           |                |
| 5  | Position       | Operator                      | 263       | 94.6%          |
|    |                | Leader                        | 15        | 5.4%           |

*Source: Processed primary data (2026)*

The individuals recruited for the present investigation were almost evenly divided by gender (Table 1), although there was a slight predominance of male employees (51.1%). Most respondents were under 25 years old (64.4%), indicating a young and productive workforce. The majority held a high school diploma or vocational certificate (91.0%). This finding aligns with the labor-intensive textile industry's tendency to recruit workers with secondary education for operational positions. Most respondents had worked for three to five years (49.3%) or two years (43.2%), reflecting a deep understanding of the organizational culture, supervisory relationships, and operational structure of the company. The demographic structure of PT XYZ's workforce, predominantly composed of production line employees, is reflected in the dominance of respondents working as operators (94.6%).

#### **Measurement Model (Outer Model) Assessment**

Reliability and validity assessments were conducted on the instrument structure to determine its accuracy in reflecting the underlying research constructs. The results of the SmartPLS 4.0 outer model evaluation are illustrated in Figure 2.



**Figure 2. Outer Model Output (PLS-SEM Path Diagram)**

*Source: SmartPLS 4.0 processed output (2026)*

### Convergent Validity

Construct validity in terms of convergence was established by analyzing outer loading performance alongside AVE statistics. The measurement model met the required standard when each loading value exceeded 0.70 and the extracted variance surpassed 0.50 (Hair et al., 2014; Chin, 2015).

**Table 2**  
**Convergent Validity (Outer Loadings)**

| Variable                  | Indicator | Loading Factor | Conclusion |
|---------------------------|-----------|----------------|------------|
| Employee Engagement (EE)  | EE1       | 0.859          | Vaid       |
|                           | EE2       | 0.846          | Valid      |
|                           | EE3       | 0.884          | Valid      |
|                           | EE4       | 0.866          | Valid      |
|                           | EE5       | 0.813          | Valid      |
|                           | EE7       | 0.733          | Valid      |
|                           | EE8       | 0.807          | Valid      |
| Employee Performance (EP) | EP1       | 0.815          | Valid      |
|                           | EP2       | 0.712          | Valid      |
|                           | EP3       | 0.806          | Valid      |
|                           | EP4       | 0.855          | Valid      |
|                           | EP5       | 0.815          | Valid      |
|                           | EP6       | 0.802          | Valid      |
|                           | EP7       | 0.784          | Valid      |
| Job Satisfaction (JS)     | JS1       | 0.734          | Valid      |
|                           | JS2       | 0.834          | Valid      |
|                           | JS3       | 0.836          | Valid      |
|                           | JS5       | 0.832          | Valid      |

| Variable                           | Indicator | Loading Factor | Conclusion |
|------------------------------------|-----------|----------------|------------|
| Perceived Supervisor Support (PSS) | JS6       | 0.778          | Valid      |
|                                    | JS7       | 0.729          | Valid      |
|                                    | JS8       | 0.763          | Valid      |
|                                    | JS9       | 0.842          | Valid      |
|                                    | JS10      | 0.791          | Valid      |
|                                    | PSS1      | 0.814          | Valid      |
|                                    | PSS2      | 0.828          | Valid      |
|                                    | PSS3      | 0.833          | Valid      |
|                                    | PSS4      | 0.765          | Valid      |
|                                    | PSS6      | 0.824          | Valid      |
|                                    | PSS8      | 0.823          | Valid      |
|                                    | PSS9      | 0.783          | Valid      |

Source: SmartPLS 4.0 processed output (2026)

**Table 3**  
**Average Variance Extracted (AVE)**

| Variable                           | AVE   | Conclusion     |
|------------------------------------|-------|----------------|
| Employee Engagement (EE)           | 0.691 | Valid (> 0.50) |
| Employee Performance (EP)          | 0.639 | Valid (> 0.50) |
| Job Satisfaction (JS)              | 0.631 | Valid (> 0.50) |
| Perceived Supervisor Support (PSS) | 0.656 | Valid (> 0.50) |

Source: SmartPLS 4.0 processed output (2026)

Tables 2 and 3 indicate that the indicator loadings fall between 0.712 and 0.884, all of which surpass the suggested threshold. Similarly, AVE outcomes across the assessed constructs meet the required cutoff level (>0.50), implying that each indicator demonstrates appropriate alignment with its corresponding construct and that the measurement framework achieves convergent validity.

### Discriminant Validity

To evaluate discriminant validity, two techniques were used: construct validity was confirmed by analyzing discriminant separation using Fornell-Larcker and HTMT evaluations. The former considers whether each construct's AVE square root surpasses its relationships with other variables, while the latter requires HTMT coefficients below 0.90.

**Table 4**  
**Fornell-Larcker Criterion**

| Construct                          | EE    | EP    | JS    | PSS   |
|------------------------------------|-------|-------|-------|-------|
| Employee Engagement (EE)           | 0.831 |       |       |       |
| Employee Performance (EP)          | 0.674 | 0.799 |       |       |
| Job Satisfaction (JS)              | 0.738 | 0.593 | 0.794 |       |
| Perceived Supervisor Support (PSS) | 0.629 | 0.492 | 0.716 | 0.810 |

Source: SmartPLS 4.0 processed output (2026)

**Table 5**  
**Heterotrait-Monotrait Ratio (HTMT)**

| Construct                          | EE    | EP    | JS    | PSS |
|------------------------------------|-------|-------|-------|-----|
| Employee Engagement (EE)           | -     |       |       |     |
| Employee Performance (EP)          | 0.732 | -     |       |     |
| Job Satisfaction (JS)              | 0.794 | 0.635 | -     |     |
| Perceived Supervisor Support (PSS) | 0.680 | 0.533 | 0.772 | -   |

Source: SmartPLS 4.0 processed output (2026)

The findings reported in Table 4 indicate that construct uniqueness has been established, as the square roots of AVE are consistently higher than the corresponding correlations with other latent variables. Meanwhile, Table 5 reveals that the HTMT assessment produces satisfactory values across all constructs, with the largest observed ratio being 0.794 for the relationship between job satisfaction and employee engagement. Further examination through cross-loading analysis confirms the robustness of the measurement model, where indicators achieve their highest loading on the constructs they are designed to measure.

### Reliability Test

Internal consistency assessment relied on Cronbach's alpha and rho\_c composite estimates, referring to the methodological criteria introduced by Hair et al. (2014). Values exceeding the 0.70 benchmark suggest satisfactory consistency, with coefficients above 0.80 reflecting stronger measurement quality.

**Table 6**  
**Cronbach's Alpha and Composite Reliability**

| Variable                           | Cronbach's Alpha | rho_A | Composite Reliability (rho_c) | Conclusion |
|------------------------------------|------------------|-------|-------------------------------|------------|
| Employee Performance (EP)          | 0.905            | 0.910 | 0.925                         | Very Good  |
| Perceived Supervisor Support (PSS) | 0.913            | 0.916 | 0.930                         | Very Good  |
| Employee Engagement (EE)           | 0.925            | 0.926 | 0.940                         | Very Good  |
| Job Satisfaction (JS)              | 0.927            | 0.930 | 0.939                         | Very Good  |

Source: SmartPLS 4.0 processed output (2026)

The reliability evaluation presented in Table 6 reveals that each construct demonstrated alpha and composite reliability scores above 0.90, providing evidence of superior item consistency and supporting the suitability of the measurement framework for subsequent structural evaluation.

### Structural Model (Inner Model) Evaluation

#### Coefficient of Determination ( $R^2$ )

In PLS-SEM analysis,  $R^2$  serves as an indicator of the model's predictive relevance by measuring the extent to which exogenous constructs explain endogenous variance, namely employee performance (EP) and job satisfaction (JS).

**Table 7**  
**R-Square and R-Square Adjusted**

| Construct                 | R-Square | R-Square Adjusted |
|---------------------------|----------|-------------------|
| Employee Performance (EP) | 0.475    | 0.469             |
| Job Satisfaction (JS)     | 0.650    | 0.648             |

Source: SmartPLS 4.0 processed output (2026)

The model estimation shows that employee performance obtains an explanatory coefficient of  $R^2$ -value of 0.475 through the contribution of perceived supervisor support, employee engagement, and job satisfaction. Based on Hair et al. (2014), the coefficient indicates moderate predictive strength when evaluated against the reference points of 0.25, 0.50, and 0.75. A higher explanatory coefficient is observed for job satisfaction, with an  $R^2$ -value of 0.650, indicating that approximately 65% of its variation is explained by perceived supervisor support and employee engagement, which signifies a moderate to strong predictive capacity.

### Hypothesis Testing

Hypotheses were tested through path coefficients and the assessment of specific indirect effects, Hypothesis testing was conducted by means of bootstrap resampling within the SmartPLS 4.0 platform. The evaluated associations were interpreted as significant only when both statistical requirements, namely a t-value above 1.96 and a significance probability under 0.05, were satisfied.

**Table 8**  
**Path Coefficients (Direct Effects)**

| Path     | Original Sample (O) | Sample Mean (M) | STDEV | T-Statistics | P Values | Conclusion       |
|----------|---------------------|-----------------|-------|--------------|----------|------------------|
| PSS → EP | 0.032               | 0.032           | 0.082 | 0.387        | 0.699    | H1 Not Supported |
| EE → EP  | 0.511               | 0.514           | 0.070 | 7.263        | 0.000    | H2 Supported     |
| JS → EP  | 0.193               | 0.190           | 0.088 | 2.192        | 0.028    | H3 Supported     |
| PSS → JS | 0.417               | 0.420           | 0.059 | 7.013        | 0.000    | H4 Supported     |
| EE → JS  | 0.476               | 0.476           | 0.057 | 8.392        | 0.000    | H5 Supported     |

Source: SmartPLS 4.0 bootstrapping output (2026)

**Table 9**  
**Specific Indirect Effects (Mediation of Job Satisfaction)**

| Mediation Path | Original Sample (O) | Sample Mean (M) | STDEV | T-Statistics | P Values | Conclusion   |
|----------------|---------------------|-----------------|-------|--------------|----------|--------------|
| PSS → JS → EP  | 0.081               | 0.079           | 0.039 | 2.072        | 0.038    | H6 Supported |
| EE → JS → EP   | 0.092               | 0.091           | 0.045 | 2.046        | 0.041    | H7 Supported |

Source: SmartPLS 4.0 bootstrapping output (2026)

Statistical evaluation presented in Tables 8 and 9 revealed empirical confirmation for five proposed hypotheses. The relationship between perceived supervisor support and employee performance lacked sufficient statistical evidence ( $\beta=0.032$ ,  $t=0.387$ ,  $p=0.699$ ), thus the first hypothesis was not validated. Meanwhile, employee engagement and job satisfaction demonstrated meaningful positive contributions toward improving employee performance, with coefficients of  $\beta=0.511$  ( $t=7.263$ ,  $p=0.000$ ) and  $\beta=0.193$  ( $t=2.192$ ,  $p=0.028$ ), respectively. The structural model also identified supervisor support and engagement as influential antecedents of job satisfaction. Specifically, supervisor support generated a significant effect ( $\beta=0.417$ ,  $t=7.013$ ,  $p=0.000$ ), whereas engagement produced a similarly significant contribution ( $\beta=0.476$ ,  $t=8.392$ ,  $p=0.000$ ). Moreover, the indirect-effect assessment established job satisfaction as a significant mediating construct.

The findings further validated the proposed effects of supervisor support perception ( $\beta=0.081$ ,  $t=2.072$ ,  $p=0.038$ ) and employee engagement ( $\beta=0.092$ ,  $t=2.046$ ,  $p=0.041$ ) on performance outcomes.

### Perceived Supervisor Support Has No Significant Direct Effect on Employee Performance

The rejection of H1 suggests that at PT XYZ, supervisor support by itself does not directly improve employee performance. In this setting, the high production demands common in textile manufacturing mean that supportive behaviors from supervisors must first be internalized by employees—often through increased job satisfaction—before

they lead to noticeable performance gains. This outcome is consistent earlier scholarly investigations have identified supervisory support as an influential mechanism shaping employee performance is often influenced by employees' attitudes and feelings about their jobs Eisenberger et al., 1986). Therefore, management needs to ensure that supervisor support enhances not just the operational side of work, but also fosters a sense of job satisfaction.

### **Employee Engagement Has a Significant Effect on Employee Performance**

Among all the variables tested, employee engagement stands out as the strongest predictor of performance ( $\beta = 0.511$ ). Employees exhibiting strong energy, professional commitment, and deep cognitive attachment to their tasks tend to deliver more effective job results. Consistent with Schaufeli et al., (2006) prior research highlights that the essential dimensions of engagement vigor, dedication, and absorption serve as important determinants of elevated performance levels.

### **Job Satisfaction Has a Significant Effect on Employee Performance**

Workplace satisfaction functions as a meaningful contributor to influencing performance, although its effect is slightly less than that of engagement. At PT XYZ, employees who experience positive coworker relationships, a supportive work environment, and opportunities for recognition tend to perform better. These findings echo earlier research which found that satisfaction serves as a motivating factor, driving employees to work harder. (Locke, 1970).

### **Perceived Supervisor Support Has a Significant Effect on Job Satisfaction**

Under conditions where managerial figures demonstrate appreciation and validate employees' contributions, their job satisfaction increases. Eisenberger et al., (2002) This supports the fourth hypothesis and is consistent with earlier research, highlighting a positive relationship between employees' evaluation of supervisor-provided support and their increased satisfaction at work, as well as a stronger sense of organizational commitment.

### **Employee Engagement Has a Significant Effect on Job Satisfaction**

The examined pathway demonstrated a coefficient value of  $\beta = 0.476$ , the results strongly indicate that employees who are motivated, enthusiastic, and take pride in their work tend to report higher job satisfaction. This supports the idea that engagement is a crucial driver not only for satisfaction but also for various positive workplace outcomes, as highlighted by Demerouti & Bakker, (2023)

### **Job Satisfaction Mediates the Effect of Perceived Supervisor Support on Employee Performance**

The finding for H6 is a key highlight, uncovering an important dynamic. The inability of supervisor support to directly impact performance (H1 not supported) is linked to its significant influence on job satisfaction (H4 supported). In turn, job satisfaction serves as a mediator between supervisor support and employee performance (H6 supported). These results show that supervisor support leads to better employee performance primarily through increasing job satisfaction. When considered together, the evidence points to job satisfaction acting as the connecting pathway between supervisor support and employee performance. This aligns with Han et al. (2025), who also found that perceived supervisor support boosts performance mainly through its effect on job satisfaction. Additionally, The current findings provide further validation of Uzun & Özdem's (2017) conclusion that employee performance is indirectly shaped by supervisor support through the mediating role of job satisfaction.

### **Job Satisfaction Mediates the Effect of Employee Engagement on Employee Performance**

The results show a distinct pattern from supervisor support: employee engagement's impact on performance is both direct ( $\beta = 0.511$ ) and indirect through job satisfaction ( $\beta = 0.092$ ), indicating a partial rather than full mediation. This suggests job satisfaction strengthens the connection between engagement and performance, but engagement can also influence performance independently, as supported by Sattar et al., (2015). Overall, the strongest effects are observed when employees are highly engaged and satisfied.

## CONCLUSION

There are two main pathways influencing employee performance: one through supervisor support and the other through employee engagement and job satisfaction. Supervisor support alone does not directly improve performance; its effects are more pronounced when it leads to higher job satisfaction. Engagement stands out as the most significant predictor of performance, exerting both direct and indirect effects, with job satisfaction playing a mediating role. Job satisfaction not only acts as a bridge that connects support and engagement to better performance but also enhances performance independently.

Supervisory backing and employee involvement serve as influential factors in strengthening job satisfaction, confirming the interconnectedness of these factors in the textile manufacturing context. For organizations, this highlights the need for management to focus on fostering employee engagement and satisfaction through consistent recognition, open communication, and opportunities for skills development. Since compensation and rewards may be relatively weak motivators, greater emphasis should be placed on intrinsic factors like job satisfaction and recognition.

From a theoretical perspective, this study highlights the interconnected contribution of supervisory support, employee engagement, and job satisfaction in shaping workforce performance within textile manufacturing environments. The structural framework demonstrates its explanatory capacity by accounting for nearly half of performance differences and a substantial proportion of satisfaction outcomes. Future scholars may enrich this perspective through the integration of broader organizational determinants, such as leadership practices and cultural characteristics, or organizational commitment, and broadening the study's scope to other textile companies to further validate these results.

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