



WHAT DRIVES EMPLOYEE PERFORMANCE IN THE TEXTILE MANUFACTURING INDUSTRY? THE ROLES OF PERCEIVED SUPERVISOR SUPPORT, ORGANIZATIONAL COMMUNICATION, AND JOB SATISFACTION: EVIDENCE FROM PT XYZ, INDONESIA

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ARTICLE HISTORY

July 29, 2026

Revised

August 22, 2026

Accepted:

August 23, 2026

Online available:

August 29, 2026

Keywords:

Employee Performance; Job Satisfaction; Organizational Communication; Perceived Supervisor Support; PLS-SEM

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ABSTRACT

Introduction: Improving employee performance has become a strategic priority for organizations, particularly in the textile manufacturing industry where operational success depends heavily on workforce effectiveness. This study investigates the effects of perceived supervisor support and organizational communication on employee performance, with job satisfaction serving as a mediating variable at PT XYZ.

Methods: Improving employee performance has become a strategic priority for organizations, particularly in the textile manufacturing industry, where operational success depends heavily on workforce effectiveness. This study investigates the effects of perceived supervisor support and organizational communication on employee performance, with job satisfaction serving as a mediating variable at PT XYZ.

Results: The findings reveal that organizational communication has a significant positive effect on both job satisfaction and employee performance. Job satisfaction also has a significant positive effect on employee performance and mediates the relationship between organizational communication and employee performance. However, perceived supervisor support has no significant direct or indirect effect on employee performance.

Conclusion and suggestion: The findings demonstrate that organizational communication plays a pivotal role in enhancing employee performance through the mediating effect of job satisfaction, whereas perceived supervisor support does not exhibit a significant influence. These findings provide practical insights for managers in the textile manufacturing industry to prioritize effective communication strategies and initiatives that foster employee job satisfaction, thereby supporting sustainable organizational performance.

INTRODUCTION

Employee performance is widely recognized as one of the key determinants of organizational success because it directly influences productivity, operational efficiency, product quality, and organizational competitiveness. In an increasingly competitive business environment, organizations are required to develop effective human resource management practices to ensure employees can perform optimally while adapting to organizational changes. Previous studies have demonstrated that employee performance is influenced not only by employees' competencies but also by organizational factors, including supervisory support, organizational communication, and job satisfaction (Eisenberger et al., 1986).

Indonesia's textile and textile products (TPT) industry is one of the country's strategic manufacturing sectors that significantly contributes to employment opportunities and national economic growth. According to Statistics Indonesia 2025, the manufacturing sector remains one of the largest contributors to Indonesia's Gross Domestic Product (GDP). However, the contribution of the textile industry has shown a declining trend in recent years, indicating increasing competitive pressures and operational challenges. These conditions encourage textile companies to continuously improve employee performance to maintain productivity and organizational competitiveness. Therefore, understanding the factors that influence employee performance has become increasingly important in Indonesia's textile manufacturing industry.

This study was conducted at PT XYZ, a textile manufacturing company specializing in yarn spinning located in Cirebon, West Java. The company employs 1,202 production employees who are required to achieve production targets while maintaining product quality. Nevertheless, the company's performance appraisal results, preliminary observations, interviews, and pre-survey findings revealed several organizational issues, including variations in employees' perceptions of supervisor support, ineffective organizational communication, and relatively low levels of job satisfaction. These conditions indicate that employee performance is influenced not only by technical competencies but also by organizational and psychological factors, making PT XYZ an appropriate setting for investigating the determinants of employee performance.

The relationships among perceived supervisor support, organizational communication, job satisfaction, and employee performance can be explained through three complementary theories. Organizational Support Theory (OST) suggests that employees who perceive greater support from supervisors tend to reciprocate through positive attitudes and improved work performance (Eisenberger et al., 1986). Meanwhile, the Job Demands–Resources (JD-R) Theory explains that organizational resources, such as effective communication and supervisory support, help employees cope with job demands and improve both well-being and performance (Bakker & Demerouti, 2007). Furthermore, Social Exchange Theory (SET) argues that employees respond to favorable organizational treatment by developing greater job satisfaction and demonstrating higher levels of performance (Blau, 1964). Together, these theories provide a comprehensive framework for explaining the relationships examined in this study.

Previous studies have widely acknowledged the importance of perceived supervisor support, organizational communication, and job satisfaction in improving employee performance. Nevertheless, empirical findings remain inconclusive. Several studies have reported that perceived supervisor support has a significant positive effect on employee performance and job satisfaction, indicating that supportive supervisors encourage employees to demonstrate better work attitudes and behaviors. In contrast, other studies have reported insignificant relationships, suggesting that supervisory support alone may not be sufficient to enhance employee performance under certain organizational conditions. Similar inconsistencies have also been identified in the relationship between organizational communication and employee performance, as well as the mediating role of job satisfaction. Furthermore, previous studies have predominantly focused on service organizations, while empirical evidence from Indonesia's labor-intensive textile manufacturing industry remains limited. These inconsistencies indicate the need for further investigation to better understand how perceived supervisor support and organizational communication influence employee performance through job satisfaction in the textile manufacturing context.

Unlike previous studies that mainly examined perceived supervisor support or organizational communication separately, this study develops an integrated research model by simultaneously examining the effects of perceived supervisor support and organizational communication on employee performance through the mediating role of job satisfaction. In addition, this study provides empirical evidence from Indonesia's textile manufacturing industry, which has received relatively limited attention despite its strategic contribution to the national economy. Therefore, this study is expected to enrich the human resource management literature by providing a more comprehensive understanding of the mechanisms through which organizational resources influence employee performance in labor-intensive manufacturing organizations.

LITERATURE REVIEW

Theoretical Foundation

Organizational Support Theory (OST)

Organizational Support Theory (OST), introduced by (Eisenberger et al., 1986), explains that employees develop positive attitudes and behaviors when they perceive that the organization and its representatives value their contributions and care about their well-being. Within the organizational context, supervisors are regarded as agents of the organization whose actions reflect organizational support. Therefore, employees who perceive greater support from their supervisors are more likely to feel appreciated, develop stronger emotional attachment to the organization, experience higher levels of job satisfaction, and reciprocate through improved work performance. In this study, OST provides the primary theoretical foundation for explaining the relationship between perceived supervisor support and employee performance (H1), perceived supervisor support and job satisfaction (H2), as well as the indirect effect of perceived supervisor support on employee performance through job satisfaction (H6). The theory suggests that employees who perceive stronger supervisory support are expected to experience higher job satisfaction and demonstrate better work performance as a form of reciprocity toward organizational support ((Eisenberger et al., 1986); (Rhoades & Eisenberger, 2002).

Job Demands–Resources (JD-R) Theory

The Job Demands–Resources (JD-R) Theory, proposed by (Bakker & Demerouti, 2007), suggests that every occupation is characterized by job demands and job resources. Job resources are organizational, social, or psychological aspects of work that help employees accomplish their work goals, reduce job demands, and stimulate personal growth and development. Organizational communication represents an important job resource because it facilitates information sharing, clarifies work expectations, minimizes uncertainty, and strengthens collaboration among employees. Effective communication enables employees to perform their tasks more efficiently while fostering positive work experiences. Accordingly, JD-R Theory provides the theoretical foundation for explaining the relationship between organizational communication and employee performance (H3), organizational communication and job satisfaction (H4), as well as the indirect effect of organizational communication on employee performance through job satisfaction (H7). The theory argues that effective organizational communication functions as a valuable organizational resource that enhances employees' psychological well-being, increases job satisfaction, and ultimately improves employee performance (Bakker & Demerouti, 2007).

Social Exchange Theory (SET)

Social Exchange Theory (SET), developed by (Blau, 1964) argues that relationships between employees and organizations are based on the principle of reciprocity. When employees receive favorable treatment, such as adequate organizational support and effective communication, they are likely to reciprocate by demonstrating positive attitudes and behaviors that benefit the organization. One of the most important forms of reciprocity is increased job satisfaction, which subsequently encourages employees to perform their work more effectively. Therefore, SET provides the theoretical basis for explaining the relationship between job satisfaction and employee

performance (H5) while simultaneously strengthening the mediating mechanism proposed in H6 and H7. From the perspective of Social Exchange Theory, employees who experience higher job satisfaction tend to reciprocate positive organizational treatment through greater commitment, stronger motivation, and improved work performance (Blau, 1964).

Conceptual Framework

Drawing upon established theories and empirical findings reported in previous studies, the proposed model depicts the causal structure among the selected constructs to provide a coherent basis for hypothesis development (Sugiyono, 2023). Specifically, perceived supervisor support (X1) and organizational communication (X2) are specified as the antecedent constructs, employee performance (Y) constitutes the outcome construct, while job satisfaction (Z) explains the indirect mechanism connecting the proposed relationships, with direct and indirect influence pathways as presented in Figure 1..



Figure 1. Conceptual Framework

Previous Study and Hypothesis

The Effect of Perceived Supervisor Support on Employee Performance

This hypothesis is primarily grounded in the Job Demands-Resources (JD-R) Model (Bakker & Demerouti, 2007), which posits that job resources—including supervisor support—enhance employee motivation and work engagement, ultimately leading to improved performance. Additionally, Organizational Support Theory (OST) (Eisenberger et al., 1986) reinforces this pathway by suggesting that supportive supervisory behaviors signal organizational valuation, prompting employees to reciprocate through heightened dedication and effort.

(Han et al., 2025) documented a significant positive relationship between PSS and task performance among hospitality workers in Vietnam. (Darmawan & Alawiyah, 2024) confirmed that PSS enhances employee performance both directly and indirectly via work engagement. (Milaad & Atan, 2025) demonstrated that PSS improves emotional stability, subsequently facilitating service recovery performance. (Opoku & Boateng, 2024) reaffirmed the contribution of supervisor support to optimal performance through increased work engagement.

H1: Perceived supervisor support positively and significantly affects employee performance.

The Effect of Organizational Communication on Employee Performance

This hypothesis is anchored in the JD-R Model (Bakker & Demerouti, 2007), wherein effective communication is conceptualized as a critical structural job resource that reduces role ambiguity and facilitates coordinated action. When employees receive clear, timely, and accurate information, they experience reduced

uncertainty, enabling more efficient and accurate task execution (Roberts, 1974). This resource-based mechanism directly enhances performance outcomes.

(Ismawaty, 2023) demonstrated that effective communication significantly improves employee performance and business profitability. (Ismawaty, 2023) found that organizational communication has a partial positive and significant effect on employee performance in government institutions. (Oktafien et al., 2024) confirmed that organizational communication serves as a key determinant of employee performance, even when tested alongside other workplace factors. (Arya et al., 2024) also reported a positive effect of organizational communication on employee performance in the hospitality industry.

H2: Organizational communication positively and significantly influences employee performance.

The Effect of Job Satisfaction on Employee Performance

This hypothesis is primarily driven by Social Exchange Theory (SET) (Blau, 1964), which explains that individuals reciprocate favorable treatment from their organization by exhibiting positive attitudes and discretionary behaviors. Job satisfaction represents a positive affective evaluation of one's work experience (Spector, 2012). When employees are satisfied, they feel a sense of obligation to reciprocate the organization's goodwill by exerting greater effort, demonstrating stronger commitment, and achieving higher performance levels.

(Nilasari et al., 2024) demonstrated that job satisfaction—derived from supervision, coworker relationships, compensation, and autonomy—positively influences work quality. (Pinheiro & Palma-Moreira, 2025) confirmed that job satisfaction correlates positively and significantly with perceived performance across various work regimes. (Yang et al., 2024) identified job satisfaction as a critical mediating factor between supportive work environments and individual performance improvements. (Siyaphat et al., 2024) further reinforced that job satisfaction plays a robust mediating role in driving employee effectiveness.

H3: Job satisfaction positively and significantly affects employee performance.

The Effect of Perceived Supervisor Support on Job Satisfaction

This hypothesis is exclusively grounded in Organizational Support Theory (OST) (Eisenberger et al., 1986), which explicitly theorizes that employees develop positive affective evaluations—such as job satisfaction—when they perceive that their supervisors value their contributions and care about their well-being. Supervisors are viewed as agents of the organization; their supportive behaviors signal organizational appreciation, which directly fosters employees' emotional attachment and overall satisfaction with their jobs (Rhoades & Eisenberger, 2002).

(García-Cabrera et al., 2023), in a cross-country study across 35 European nations, confirmed that supervisor supportive behaviors—including respect, recognition, coordination, and career development—positively influence subordinate job satisfaction. (Roy et al., 2025) found that PSS has a significant positive effect on job satisfaction among banking employees in Bangladesh. (Jain et al., 2024) reported a statistically significant positive correlation between supervisor support and job satisfaction across diverse demographic groups in India's private sector. (Said & Muzakki, 2024) similarly concluded that supportive supervisors consistently enhance subordinates' job satisfaction.

H4: Perceived supervisor support positively and significantly affects job satisfaction.

The Effect of Organizational Communication on Job Satisfaction

This hypothesis is underpinned by both the JD-R Model (Bakker & Demerouti, 2007) and communication theories (Welch & Jackson, 2007). From the JD-R perspective, communication functions as a key job resource that reduces uncertainty regarding role expectations and organizational policies, thereby lowering psychological strain. From the communication perspective, strategically managed internal communication fosters a sense of belonging, engagement, and inclusion—psychological conditions that are fundamental prerequisites for job satisfaction (Welch & Jackson, 2007). When employees feel well-informed, heard, and valued, their overall satisfaction increases.

(Pirrota et al., 2024), in a large-scale study of Italian healthcare professionals, found that communication quality positively influences employee satisfaction through regular meetings and communication training. (Santoso & Noermijati, 2024) demonstrated that better organizational communication quality consistently leads to higher job satisfaction in the banking sector. (Jarrar et al., 2025) confirmed that communication satisfaction correlates positively with overall job satisfaction. (Santos et al., 2023) also found that internal communication directly affects job satisfaction.

H5: Organizational communication positively and significantly affects job satisfaction.

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

This mediation hypothesis is grounded in the complementary interplay of Organizational Support Theory (OST) and Social Exchange Theory (SET) (Blau, 1964); (Eisenberger et al., 2002). According to OST, perceived supervisor support fosters positive affective reactions—specifically job satisfaction—by signaling organizational valuation and care (H4). Subsequently, SET explains that satisfied employees reciprocate this favorable treatment by exerting greater effort and demonstrating enhanced performance (H3). Thus, job satisfaction functions as the psychological conduit through which supervisor support is transformed into performance gains.

(Herawati et al., 2023) directly confirmed that job satisfaction significantly mediates the relationship between supervisor support and task performance. (Yang et al., 2024) identified job satisfaction as a critical mediator between supportive work environments and individual performance. (Siyaphat et al., 2024) affirmed that job satisfaction has a robust mediating role in connecting various supportive workplace factors with employee effectiveness. (Mohamed et al., 2024) similarly confirmed that job satisfaction acts as a key driver strengthening the link between workplace support and performance outcomes.

H6: Job satisfaction mediates the effect of perceived supervisor support on employee performance.

The Mediating Role of Job Satisfaction in the Relationship between Organizational Communication and Employee Performance

This mediation hypothesis is anchored in the integration of JD-R Theory and Social Exchange Theory (SET) (Bakker & Demerouti, 2007); (Blau, 1964). From the JD-R perspective, effective organizational communication serves as a structural job resource that enhances job satisfaction (H5) by reducing role ambiguity and fostering a sense of belonging. Subsequently, drawing upon SET, satisfied employees reciprocate the organization's favorable communication climate through heightened commitment and discretionary effort, resulting in improved performance (H3). Thus, job satisfaction operates as the mediating mechanism linking communication resources to performance outcomes.

(Arya et al., 2024) provided direct empirical evidence that job satisfaction effectively mediates the relationship between organizational communication and employee performance in the hospitality industry. (Santos et al., 2023) found that internal communication indirectly enhances employee performance through positive psychological conditions, including job satisfaction. (Santoso & Noermijati, 2024) demonstrated that effective organizational communication consistently increases job satisfaction, which subsequently influences employee behavioral outcomes. (Luthans et al., 2007) further reinforced that job satisfaction correlates strongly with performance and often functions as an intermediate outcome that strengthens final performance.

H7: Job satisfaction mediates the effect of organizational communication on employee performance.

RESEARCH METHODS

A quantitative explanatory approach was adopted to examine the interrelationships among the four focal constructs—perceived supervisor support, organizational communication, job satisfaction, and employee performance. The empirical investigation was conducted at PT XYZ, a yarn production facility located in Cirebon,

West Java. The target population consisted of 909 permanent employees actively engaged in the firm's manufacturing operations.

A total of 278 permanent production employees were selected through purposive sampling. This sample size substantially exceeds the minimum recommended for PLS-SEM analysis, which generally requires at least 10 times the number of indicators used in the most complex formative construct or a minimum of 100–200 cases for stable estimations (Hair et al., 2019). Eligibility criteria included permanent production staff with a minimum tenure of two years, ensuring sufficient familiarity with workplace dynamics to provide informed assessments of the study variables.

Data were collected using a structured questionnaire comprising four sections, each employing established measurement scales. Perceived supervisor support was assessed using ten items adapted from (Eisenberger et al., 1986). Although originally developed for perceived organizational support, this scale has been widely adapted and validated for measuring supervisor-specific support in prior studies (Rhoades & Eisenberger, 2002), with appropriate modifications to item wording (e.g., replacing "organization" with "my supervisor"). Organizational communication was measured using ten items derived from (Downs & Hazen, 1977). While this instrument primarily assesses communication satisfaction, selected items specifically capture dimensions of organizational communication, including information from supervisors, clarity of messages, and communication climate. Job satisfaction was captured using ten items adapted from (Macdonald & MacIntyre, 1997), and employee performance was measured using seven items from (Williams & Anderson, 1991). All items were rated on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Data analysis was performed using PLS-SEM via SmartPLS 4.0. The analytical procedure comprised two sequential stages. First, the measurement model was evaluated to assess indicator reliability, convergent validity (via average variance extracted [AVE]), discriminant validity (via the Fornell-Larcker criterion), and internal consistency (via Cronbach's alpha and composite reliability). Second, the structural model was examined to evaluate the predictive capacity (R^2), path coefficients, and the statistical significance of direct and indirect effects through bootstrapping with 5,000 resamples.

RESULT AND ANALYSIS

Respondent Characteristics

The participants in this research comprised 278 permanent employees working in the production division of PT. XYZ. Respondent characteristics were classified based on gender, age, educational background, and employment duration to outline the demographic profile of the participants. A detailed breakdown of respondent characteristics is provided in Table 1.

Table 1
Respondent Characteristics (n = 278)

Characteristics	Category	Frequency	Percentage (%)
Gender	Male	142	51.1
	Female	136	48.9
Age	< 25 years	179	64.4
	26–35 years	83	29.9
	36–45 years	11	4.0
	> 46 years	5	1.8

Education Level	Junior High School	1	0.4
	Senior High School/Vocational High School	253	91.0
	Diploma (D3)	4	1.4
	Bachelor's Degree (S1)	20	7.2
Job Position	Operator	263	94.6
	Leader	15	5.4
Years of Service	2–<3 years	120	43.2
	3–5 years	138	49.6
	6–10 years	18	6.5
	>10 years	2	0.7

A cohort of 278 permanent manufacturing personnel participated in the survey. The sample displayed a fairly balanced gender distribution, comprising 142 males at 51.1 percent and 136 females (48.9%). The majority of participants fell within the under-25 age demographic (64.4%), followed by those aged 26–35 years (29.9%). Educational qualifications were predominantly concentrated at the secondary level (91.0%), reflecting the standard prerequisites for production-line positions. The vast majority served as operational technicians (94.6%), while a small minority held supervisory roles (5.4%). In terms of organizational tenure, nearly half of the respondents had accumulated between three and five years of service (49.6%), followed by those with two to three years of service (43.2%), ensuring sufficient familiarity with workplace dynamics to provide reliable assessments of the study variables.

Measurement Model Evaluation

The measurement model underwent evaluation to verify the validity and reliability of the research instrument prior to analyzing the structural connections among latent variables. In accordance with the Partial Least Squares Structural Equation Modeling (PLS-SEM) guidelines, this assessment included indicator reliability, convergent validity, discriminant validity, and internal consistency reliability.

Prior to testing structural relationships, the measurement model was rigorously evaluated for validity and reliability. Indicator reliability was confirmed by outer loadings exceeding the 0.70 threshold. Internal consistency was verified through Cronbach's alpha and composite reliability values all surpassing 0.70. Convergent validity was established, with all AVE values exceeding 0.50. Discriminant validity was confirmed via the Fornell-Larcker criterion, where the square root of each construct's AVE exceeded its correlations with other constructs (Williams & Anderson, 1991); (Hair et al., 2019)).

During this refinement phase, a systematic, stepwise elimination procedure was implemented to optimize the model's psychometric properties, following the established protocols in PLS-SEM (Hair et al., 2019). Indicators were removed based on three primary criteria: (1) failure to meet the recommended outer loading threshold of 0.70, (2) evidence of substantial cross-loadings on other constructs (violating discriminant validity), and (3) negative impact on the overall Average Variance Extracted (AVE) and Composite Reliability of their respective latent constructs. This purification process ensures that remaining indicators robustly and distinctly capture their intended variables without redundancy or conceptual overlap.

Specifically, the following indicators were eliminated for the reasons detailed below: On the *Perceived Supervisor Support* (PSS) construct, indicators PSS5, PSS7, and PSS10 were removed. PSS5 ("My supervisor rarely appreciates my hard work") and PSS10 ("My supervisor does not really care if I have difficulties outside of work")—both negatively worded items—exhibited outer loading values below the 0.70 threshold, indicating they inadequately represented the supervisor support construct. PSS7 ("My supervisor understands if I have problems outside of work") demonstrated problematic cross-loadings with the Organizational Communication construct, suggesting potential conceptual overlap between personal supervisor empathy and general communication climate.

On the *Organizational Communication* (OC) construct, indicators OC1 and OC8 were eliminated. OC1 ("My supervisor is open and initiates communication with subordinates") showed high cross-loading correlation with the PSS construct, as it primarily captured relational communication with the supervisor rather than the broader

organizational communication system. OC8 ("My supervisor gives praise or recognition when I show good performance") similarly demonstrated insufficient discriminant validity, as it conceptually overlapped with the PSS dimension of "appreciation for contribution." Retaining these items would have compromised the empirical distinction between PSS and OC, which is essential given the conceptual proximity of the two constructs.

On the *Job Satisfaction* (JS) construct, indicators JS1, JS2, JS5, and JS9 were removed. JS1 ("I receive recognition when I work well") and JS2 ("I feel close to my coworkers") exhibited outer loadings below the acceptable threshold, reflecting that these items did not strongly capture the global satisfaction dimension. JS5 ("I believe my supervisor cares about me") demonstrated substantial cross-loading with both PSS and OC, indicating that this item measured relational perceptions rather than satisfaction per se. JS9 ("I have a good relationship with my immediate supervisor") was also eliminated due to high cross-loading with the PSS construct, as it redundantly measured the supervisor relationship rather than the overall affective evaluation of job satisfaction. Their retention reduced the discriminant validity and convergent validity of the job satisfaction construct.

Importantly, the removal of these indicators did not eliminate the constructs being measured, as each latent variable retained a sufficient number of valid indicators (PSS retained 7 items, OC retained 8 items, and JS retained 6 items) to adequately represent the conceptual domain of each construct (Hair et al., 2019). The stepwise elimination procedure ensures that the finalized measurement model meets all established standards for validity and reliability before proceeding to structural model assessment (Hair et al., 2019); (Chin, 1998).

Figure 2

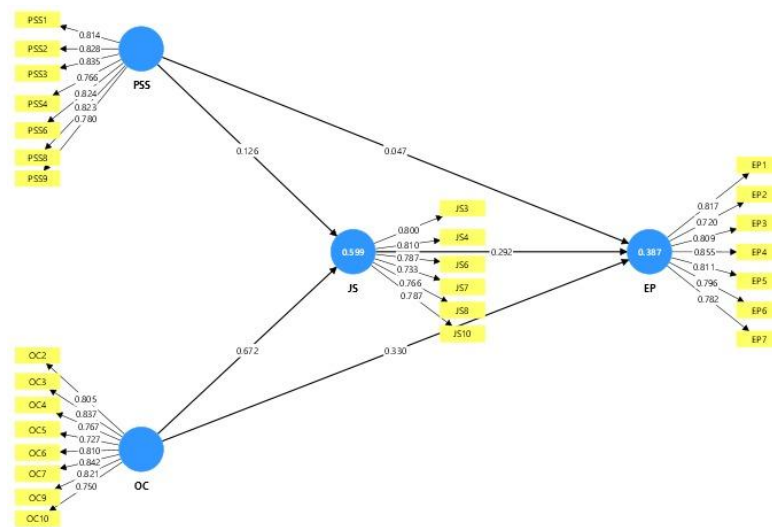


Figure 2. Outer Model (SmartPLS Path Diagram)

Source: SmartPLS 4.0 Processed output (2026)

Figure 2 depicts the finalized measurement model following the refinement phase, where indicators failing to meet the required outer loading threshold were eliminated. The remaining indicators demonstrate satisfactory relationships with their respective latent constructs, indicating that the revised model is suitable for further evaluation.

Tabel 2

Outer Loading

Variabel	Indikator	Outer Loading	Conclution
Perceived Supervisor Support (PSS)	PSS1	0,814	Valid

	PSS2	0,828	Valid
	PSS3	0,835	Valid
	PSS4	0,766	Valid
	PSS6	0,824	Valid
	PSS8	0,823	Valid
	PSS9	0,780	Valid
Organizational Communication (OC)	OC2	0,805	Valid
	OC3	0,837	Valid
	OC4	0,767	Valid
	OC5	0,727	Valid
	OC6	0,810	Valid
	OC7	0,842	Valid
	OC9	0,821	Valid
	OC10	0,750	Valid
Job Satisfaction (JS)	JS3	0,800	Valid
	JS4	0,810	Valid
	JS6	0,787	Valid
	JS7	0,733	Valid
	JS8	0,766	Valid
	JS10	0,787	Valid
Employee Performance (EP)	EP1	0,817	Valid
	EP2	0,720	Valid
	EP3	0,809	Valid
	EP4	0,855	Valid
	EP5	0,811	Valid
	EP6	0,796	Valid
	EP7	0,782	Valid

Source: SmartPLS 4.0 Processed output (2026)

The outer loading values presented in Table 2 confirms that all maintained indicators surpassed the prescribed 0.70 threshold, establishing adequate indicator reliability. Indicators with loading values below the acceptable threshold were excluded during the model refinement process to enhance the overall quality of the measurement model. As a result, the surviving indicators properly reflected their corresponding latent constructs, proving that the measurement model met the established standards for indicator reliability.

Table 3
Construct Reliability and Convergent Validity

Variabel	Cronbach's Alpha	Composite Reliability (rho_c)	AVE	Keterangan
Perceived Supervisor Support (PSS)	0,913	0,930	0,656	Reliabel
Organizational Communication (OC)	0,917	0,932	0,633	Reliabel
Job Satisfaction (JS)	0,872	0,904	0,610	Reliabel
Employee Performance (EP)	0,905	0,925	0,639	Reliabel

Source: SmartPLS 4.0 Processed output (2026)

Table 3 compiles the findings regarding construct reliability and convergent validity. Every evaluated construct secured Cronbach Alpha and Composite Reliability metrics above the advised 0.70 baseline to denote excellent internal consistency. Moreover, all Average Variance Extracted outputs eclipsed the 0.50 margin to certify proper convergent validity. This collection of evidence verifies the acceptable reliability of the measurement model while demonstrating that individual constructs capture the majority variance of their designated indicators.

Table 4**Fornell-Larcker Criterion**

	EP	JS	OC	PSS
EP	0,799			
JS	0,576	0,781		
OC	0,591	0,770	0,796	
PSS	0,492	0,648	0,777	0,810

Source: SmartPLS 4.0 Processed output (2026)

Table 4 displays the evaluation of discriminant validity across the measurement model utilizing the Fornell-Larcker approach. The findings reveal that the square root of the AVE on the diagonal axis strictly exceeds the correlations connecting each construct and the other constructs. This finding demonstrates that each latent construct exhibits stronger associations with its specific indicators rather than alternative constructs within the framework. Consequently, the requisite for discriminant validity is fully satisfied to prove that Perceived Supervisor Support or PSS, Organizational Communication or OC, Job Satisfaction or JS, and Employee Performance or EP function as empirically separate variables ready for subsequent structural model assessment.

Structural Model Evaluation

Researchers examined the structural model to gauge the predictive capacity of the theoretical framework and to verify the formulated hypotheses. This analytical phase incorporated the coefficient of determination (R-squared), path coefficients, and indirect effects.

Collinearity Assessment (VIF)

Prior to evaluating the structural paths and testing the hypothesized relationships, collinearity among the predictor constructs was assessed using the Variance Inflation Factor (VIF). This step is essential to ensure that multicollinearity does not bias the regression estimates in the structural model (Hair et al., 2019). The VIF values for all predictor variables in this study ranged from 2.495 to 3.647. All VIF values were substantially below the recommended threshold of 5.0 (Hair et al., 2019), indicating that multicollinearity does not pose a significant concern in this model.

Table 5**Collinearity Statistics (VIF)**

Path	VIF
JS → EP	2.495
OC → EP	3.647
OC → JS	2.521

PSS → EP	2.561
PSS → JS	2.521

Source: SmartPLS 4.0 Processed output (2026)

Coefficient of Determination (R^2)

The explanatory power of the structural model was evaluated using the coefficient of determination (R^2). Table 6 presents the R^2 values for both endogenous constructs.

Table 6
Coefficient of Determination (R^2)

Dependent Variable	R Square	R Square Adjusted	Category
Job Satisfaction (JS)	0.599	0.596	Moderate
Employee Performance (EP)	0.387	0.380	Between Weak and Moderat

Source: SmartPLS 4.0 Processed output (2026)

The analysis reveals that Perceived Supervisor Support (PSS) and Organizational Communication (OC) collectively account for 59.9% of the variance in Job Satisfaction (JS), reflecting a moderate explanatory magnitude according to the benchmarks proposed by (Hair et al., 2019), where R^2 values of 0.75, 0.50, and 0.25 are considered substantial, moderate, and weak, respectively. Meanwhile, the combination of PSS, OC, and JS explains 38.7% of the variance in Employee Performance (EP), which falls between weak and moderate explanatory power. This indicates that while the model adequately explains a substantial portion of job satisfaction, there remain other organizational and individual factors—such as compensation, physical work environment, leadership style, or work motivation—that influence employee performance and are not captured in the current model.

Effect Sizes (f^2) and Predictive Relevance (Q^2)

To provide a more comprehensive evaluation of the inner model, effect sizes (f^2) and predictive relevance (Q^2) were additionally assessed, complementing the R^2 analysis (Hair et al., 2019); (Cohen, 1988). The effect size (f^2) measures the magnitude of each predictor's unique contribution to explaining the variance in an endogenous construct, where values of 0.02, 0.15, and 0.35 indicate small, medium, and large effects, respectively (Cohen, 1988). The predictive relevance (Q^2) was calculated using the Stone–Geisser blindfolding procedure, with Q^2 values greater than zero indicating that the model has acceptable predictive relevance for the endogenous constructs (Hair et al., 2019). Table 7 presents the summary of f^2 and Q^2 values.

Table 7
Effect Sizes (f^2) and Predictive Relevance (Q^2)

Relationship	f^2	Effect Size	Q^2
JS → EP	0.056	Small	0.224 (EP)
OC → EP	0.049	Small	

OC → JS	0.447	Large	0.348 (JS)
PSS → EP	0.001	Negligible	
PSS → JS	0.016	Small	

Source: SmartPLS 4.0 Processed output (2026)

The effect size (f^2) of Organizational Communication on Job Satisfaction was large ($f^2 = 0.447$), indicating that communication is the dominant predictor of satisfaction within the model. The effect sizes of Job Satisfaction on Employee Performance ($f^2 = 0.056$) and Organizational Communication on Employee Performance ($f^2 = 0.049$) were both small, while the effect of Perceived Supervisor Support on either Job Satisfaction ($f^2 = 0.016$) or Employee Performance ($f^2 = 0.001$) was negligible. These findings are consistent with the hypothesis testing results, reinforcing that organizational communication exerts a substantially stronger influence than supervisory support in the context of PT XYZ's production workforce.

Furthermore, the Q^2 values obtained through the blindfolding procedure were 0.348 for Job Satisfaction and 0.224 for Employee Performance. Both values exceed zero, confirming that the structural model possesses acceptable predictive relevance for both endogenous constructs. This indicates that the model is not only explanatory but also has practical utility for predicting outcomes in similar organizational contexts (Hair et al., 2019).

Figure 3.

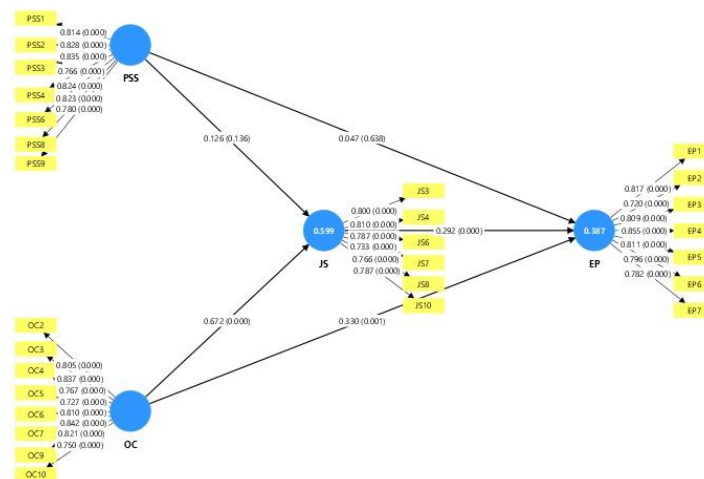


Figure 3. Inner Model (SmartPLS Path Diagram)

Source: SmartPLS 4.0 Processed output (2026)

Figure 3 illustrates the results originating from the bootstrapping process executed to determine the significance of the formulated connections across study variables. The subsequent tables outline these statistical outcomes.

Hypothesis Testing

Hypothesis testing was performed to scrutinize the hypothesized linkages connecting latent variables within the structural construct. This assessment heavily relied upon a bootstrapping mechanism applying beta path coefficients, t-statistics, and p-values as primary decision benchmarks. Table 6 comprehensively documents the outcomes of this hypothesis verification.

Table 8
Hypothesis Testing Results

Hypothesis	Relationship	Path Coefficient (β)	T-Statistic	P-Value	Decision
H1	PSS $\rightarrow$ EP	0.047	0.471	0.638	Rejected
H2	OC $\rightarrow$ EP	0.330	3.337	0.001	Accepted
H3	JS $\rightarrow$ EP	0.292	3.614	0.000	Accepted
H4	PSS $\rightarrow$ JS	0.126	1.491	0.136	Rejected
H5	OC $\rightarrow$ JS	0.672	8.597	0.000	Accepted
H6	PSS $\rightarrow$ JS $\rightarrow$ EP	0.037	1.348	0.178	Rejected
H7	OC $\rightarrow$ JS $\rightarrow$ EP	0.196	3.231	0.001	Accepted

Source: SmartPLS 4.0 Processed output (2026)

Table 8 reports the hypothesis evaluation outcomes. The empirical data confirms that Organizational Communication exerts a profoundly positive impact on both Job Satisfaction and Employee Performance. Similarly, Job Satisfaction positively drives Employee Performance while functioning as a critical mediator bridging Organizational Communication with Employee Performance. Conversely, Perceived Supervisor Support fails to generate any meaningful influence on Job Satisfaction, Employee Performance, or the indirect pathway toward Employee Performance via Job Satisfaction.

The Effect of Perceived Supervisor Support on Employee Performance (H1 Rejected)

The analysis failed to confirm a meaningful direct association between supervisory encouragement and workforce output, leading to rejection of H1. Within PT XYZ's production environment, managerial support alone appears insufficient to generate substantial performance improvements. While supervisors provide guidance and troubleshooting assistance, operators primarily operate within the constraints of standardized procedures, fixed production quotas, and routinized workflows.

This finding is substantiated by the pre-survey data collected from 30 production employees at PT XYZ. The pre-survey revealed that 60% of respondents explicitly indicated that production targets—not supervisor interactions—constituted the primary determinant of their daily work behavior. Furthermore, 63.3% of respondents reported that their workload exceeded their available capacity, suggesting that performance challenges are more closely tied to workload and target pressures than to the quality of supervisory relationships. Additionally, 60% of employees acknowledged struggling to meet prescribed performance benchmarks, reinforcing that operational constraints—rather than managerial attention—are the dominant factors shaping performance outcomes in this context.

The pre-survey also indicated that 43.3% of employees felt their suggestions or ideas were rarely heard by supervisors, suggesting that while supervisors may be present, their supportive behaviors are not perceived as meaningful or impactful by the workforce. This aligns with the finding that PSS does not significantly influence performance, as employees may not view supervisor support as a resource that directly alleviates their workload or target pressures.

Adherence to technical specifications and operational protocols thus appears to exert a stronger influence on performance outcomes than the degree of managerial attention received. While this result contradicts the prediction of the JD-R Model (Bakker & Demerouti, 2007)—which positions supervisor support as a key job resource—it aligns with several earlier investigations that likewise reported insignificant direct associations in highly proceduralized work settings (Sawitri et al., 2018). This suggests that organizations should diversify their performance-enhancement approaches beyond a singular focus on supervisory support, particularly in routine and standardized production environments.

The Effect of Organizational Communication on Employee Performance (H2 Accepted)

A positive and statistically significant relationship between organizational communication and employee performance was confirmed, supporting H2. Effective communication equips employees with a clear understanding of role expectations, facilitates inter-team coordination, and mitigates task-related uncertainty. At PT XYZ, transparent information exchange between management and production teams accelerates the dissemination of critical instructions and improves synchronization across operational units.

The pre-survey data corroborates this finding: 90% of respondents confirmed that work-related information received from supervisors was sufficiently clear, indicating that the formal communication channels from top to bottom are functioning adequately. However, the pre-survey also revealed that 53.3% of employees felt their opinions or complaints were difficult to convey to supervisors, suggesting that while downward communication is effective, upward communication remains a challenge. Despite this limitation, the clarity of task-related information appears to be the primary driver of performance improvements, as employees with clear instructions are better equipped to meet production targets and quality standards. Consequently, workers perform their duties with greater precision and reliably attain specified productivity benchmarks, reinforcing the fundamental propositions of organizational communication theory (Roberts, 1974).

The Effect of Job Satisfaction on Employee Performance (H3 Accepted)

A robust positive link between job satisfaction and employee performance was substantiated, confirming H3. Employees reporting higher levels of workplace satisfaction demonstrate enhanced task competence and stronger dedication to organizational objectives.

In the specific context of PT XYZ's textile production environment, the mechanism through which job satisfaction translates into performance improvements operates through several practical pathways:

- **Reduced absenteeism:** Satisfied employees demonstrate greater attendance consistency, ensuring production lines remain fully staffed and operational continuity is maintained.
- **Enhanced quality of work:** Contented personnel exhibit greater attention to detail in spinning operations, leading to lower defect rates and improved product quality.
- **Increased initiative:** Satisfied workers are more likely to proactively identify and resolve minor operational issues before they escalate, contributing to overall process efficiency.
- **Lower turnover intentions:** Employees who are satisfied with their jobs are less likely to seek alternative employment, reducing recruitment and training costs while preserving institutional knowledge.
- **Greater personal accountability:** Satisfied employees demonstrate heightened intrinsic motivation and personal responsibility in their daily activities, which collectively fosters continuous operational output and efficiency improvements.

The pre-survey data provides empirical support for this mechanism: 63.3% of respondents expressed dissatisfaction with the recognition received for their work, and 60% felt that their compensation was inconsistent with their workload. These dissatisfaction indicators are precisely the factors that, when addressed, could enhance satisfaction and subsequently improve performance. Contented personnel generally demonstrate amplified internal

motivation, heightened personal responsibility, and increased energy in their daily activities, all of which jointly foster continuous operational output and efficiency improvements, consistent with (Spector, 2012)framework.

The Effect of Perceived Supervisor Support on Job Satisfaction (H4 Rejected)

The results did not support a significant effect of supervisory encouragement on employee satisfaction, leading to rejection of H4. This finding indicates that managerial support is not the primary driver of job satisfaction within PT XYZ.

The pre-survey data provides important context for this finding. While 76.7% of respondents confirmed receiving technical assistance from supervisors when facing difficulties, other dimensions of support were perceived as lacking. Specifically, 60% of employees reported rarely receiving praise or recognition from supervisors despite performing well, and 43.3% felt that their suggestions or ideas were rarely heard. This suggests that while supervisors provide technical support, they are less effective in providing emotional or recognition-based support, which are the dimensions most closely associated with job satisfaction.

Moreover, employees appear to prioritize other workplace dimensions—including financial compensation, career advancement opportunities, physical working conditions, and organization-wide policies—over direct supervisory interactions. The pre-survey reveals that 60% of respondents felt their compensation was not proportionate to their workload, and 50% expressed discomfort with their current work environment. These factors, which are more structural than relational, likely exert a stronger influence on employee satisfaction than supervisor behaviors. This unexpected outcome emphasizes the necessity of adopting a comprehensive, multidimensional approach to enhance workforce morale, rather than relying predominantly on supervisory behaviors.

The Effect of Organizational Communication on Job Satisfaction (H5 Accepted)

A positive and statistically significant influence of organizational communication on job satisfaction was confirmed, supporting H5. When internal information systems function effectively, employees gain better access to reliable information, feel more confident expressing their views, and develop more constructive interpersonal relationships with both colleagues and supervisors.

The pre-survey data supports this finding: 76.7% of respondents rated the communication between supervisors and employees as good, indicating that effective communication contributes positively to their overall satisfaction. However, the pre-survey also revealed areas for improvement, as 43.3% of respondents felt that communication among coworkers in their unit was not smooth, and 53.3% found it difficult to convey opinions or complaints to supervisors. These findings suggest that while existing communication practices already contribute to job satisfaction, further improvements in lateral and upward communication channels could yield even greater satisfaction gains.

Open and straightforward exchanges help minimize misunderstandings, strengthen team-based cooperation, and cultivate a supportive organizational climate—all of which converge to elevate overall occupational satisfaction, as suggested by (Welch & Jackson, 2007).

The Mediating Role of Job Satisfaction in the Relationship between Perceived Supervisor Support and Employee Performance (H6 Rejected)

Job satisfaction did not serve as a meaningful conduit linking perceived supervisor support to employee performance, resulting in rejection of H6. Given that PSS failed to significantly influence either job satisfaction (H4) or employee performance directly (H1), any indirect pathway to performance through satisfaction became statistically and conceptually negligible.

The pre-survey data further explains this finding: although 76.7% of employees acknowledged receiving technical assistance from supervisors, the dimensions of supervisor support that typically foster satisfaction—such as recognition, appreciation, and emotional support—were perceived as lacking by the majority of respondents.

Without these foundational affective elements, satisfaction cannot serve as a mediating mechanism. This pattern suggests that workforce productivity at PT XYZ is more strongly shaped by alternative organizational determinants—such as cultural norms, intrinsic motivational drivers, or institutional reward structures—rather than through the sequential mechanism of support leading to satisfaction leading to performance.

The Mediating Role of Job Satisfaction in the Relationship between Organizational Communication and Employee Performance (H7 Accepted: Complementary Partial Mediation)

Job satisfaction was confirmed as a crucial bridging factor between organizational communication and employee performance, supporting H7. Importantly, because both the direct path (OC → EP) and the indirect path (OC → JS → EP) were simultaneously significant, the mediation is identified as complementary partial mediation (Zhao et al., 2010).

This type of mediation indicates that organizational communication influences employee performance through two distinct mechanisms simultaneously. The direct path operates through informational clarity—employees receive clear instructions and task-related information, enabling them to perform their duties more effectively. The indirect path operates through an affective mechanism—effective communication fosters a sense of being valued, informed, and engaged, which enhances job satisfaction, and satisfied employees subsequently exert greater effort and demonstrate improved performance.

The pre-survey data substantiates this dual mechanism. The finding that 90% of respondents received sufficiently clear work-related information supports the direct pathway, while the finding that 76.7% rated supervisor-employee communication as good supports the indirect pathway by indicating that positive communication experiences contribute to satisfaction.

Robust communication practices not only directly enhance productivity but also generate additional performance benefits by elevating employee morale. Participatory and transparent dialogue fosters an environment where workers perceive themselves as valued, adequately informed, and integral to organizational endeavors. These affirmative perceptions amplify their overall satisfaction, which in turn encourages heightened voluntary effort and improved performance results.

The identification of complementary partial mediation, as opposed to full mediation or competitive mediation, has important practical implications. It suggests that organizations should not view job satisfaction as a substitute for direct communication improvements, nor should they focus exclusively on satisfaction while neglecting communication infrastructure. Rather, both pathways should be strengthened simultaneously to maximize performance gains (Zhao et al., 2010).

CONCLUSION

This study examined how perceived supervisor support and organizational communication influence employee performance, with job satisfaction posited as a mediating factor among the workforce at PT XYZ. The findings consistently identify organizational communication as the most potent predictor of both job satisfaction and employee performance. Clear information exchange directly boosts employee performance and indirectly elevates it through increased job satisfaction. In contrast, perceived supervisor support demonstrated negligible influence on either job satisfaction or employee performance indicators. The mediation analysis further revealed that job satisfaction functions as a complementary partial mediator in the organizational communication–employee performance relationship (Zhao et al., 2010), indicating that effective communication operates through both direct informational pathways and indirect affective mechanisms.

For labor-intensive production settings such as PT XYZ, these outcomes highlight that robust communication infrastructure holds greater strategic value than managerial encouragement in fostering constructive employee attitudes (job satisfaction) and achieving sustainable performance gains. Therefore, organizations should prioritize investments in transparent information systems, feedback mechanisms, and participatory decision-making processes to strengthen organizational communication across all hierarchical tiers. Regular briefings, open-door policies, and digital communication platforms can facilitate information flow and strengthen employee engagement. Additionally, given the non-significant role of perceived supervisor support, companies should adopt a holistic approach to employee well-being that encompasses fair compensation, career development, and safe working conditions rather than focusing exclusively on supervisory behaviors.

Future investigations should consider incorporating supplementary factors such as organizational culture, leadership typologies, and employee competencies to provide a broader comprehension of performance drivers. Furthermore, executing comparative research spanning diverse industrial domains could substantially validate the generalizability of these findings. Finally, qualitative approaches—including in-depth interviews—could yield richer insights into the contextual factors that moderate the observed relationships.

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