



# THE ROLE OF PERCEIVED SUPERVISOR SUPPORT ON LOYALTY AND PERFORMANCE OF KSP ARTHA MULIA YOGYAKARTA EMPLOYEES

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## ABSTRACT

*Improving employee performance is always a concern because of its ongoing impact on the overall performance of the organization. The role of supervisor support is considered crucial in building worker loyalty. The presence of loyal workers is expected to contribute to the improvement of organizational achievements. This study aims to determine the impact of perceived supervisor support on employee performance through the mediation of job loyalty at KSP Artha Mulia Yogyakarta. A total of 36 respondents were involved in this survey, whose data were taken by census using a questionnaire instrument. This research is quantitative, with multiple linear regression data analysis and sobel test. The results showed no significant direct effect of perceived supervisor support on employee performance. Perceived supervisor support has a significant effect on employee loyalty, but loyalty was not found to affect performance. Thus, the influence of supervisor support on performance through job loyalty was not confirmed. Supporting supervisors who have concern for the psychological and economic well-being of subordinates can be done by organizations when they want to maintain the loyalty of their workers.*

**Keywords:** *employee performance, perceived supervisor support, work loyalty.*

## 1. Introduction

Employee performance is the main foundation for organisational development. The level of productivity, creativity, and dedication of employees directly affects the organisation's ability to achieve common goals. By having a competent and high-performing team, organisations can face complex challenges and adapt quickly to environmental changes. In today's digitalized world, developing and managing employee performance is a vital strategy for an organisation's long-term success. By prioritising employee performance, organisations can build a dynamic and progressive work culture, which in turn will drive growth and innovation. Research findings conducted at a multinational company state that high employee performance can increase customer satisfaction and company profitability (Napier, Knight, Luo, & Delios, 2023).

Employee performance can increase if it is influenced by leadership support factors. Leadership support felt by individuals can increase their enthusiasm for the organisation so that they can maximise their performance results. Like Apple CEO Tim Cook, who distributed large bonuses to employees as a form of appreciation for the contribution of Apple employees in maintaining the company's performance amid the challenges and uncertainties facing the technology industry and emphasising that employees are valuable assets for the company and leadership support for welfare is a top priority in Apple's work culture (Saputra, 2022). Whereas in service organisations such as KSP Artha Mulia Yogyakarta, where performance results greatly affect the progress of the organisation, the importance of leadership support is also highly emphasized. Employees who feel support from leaders tend to be more motivated and high-performing, which in turn will have a positive impact on achieving organisational goals

(Astuti & Meiyanto, 2020). However, there are problems in the KSP Artha Mulia Yogyakarta organisation, with services that are still problematic and causing complaints from customers. Dissatisfaction with service improvements as a result of complaints can also still be found. Likewise, the achievement of employee targets should still be optimised to encourage overall company performance. This study tries to analyse the phenomenon of employee performance at KSP Artha Mulia Yogyakarta by looking at the role of supervisory support and job loyalty as antecedents.

Work loyalty indicates the tendency or desire to stay with the organization. A more in-depth view sees loyalty as related to adherence to shared work values (Coughlan, 2005). Employee loyalty has moral significance for employees, and organizations should communicate their recognition and reward policies to employees to foster loyalty (Schrag, 2001). Loyalty encourages employees to work harder, persevere in difficult situations, and achieve better results. High loyalty increases employee retention, reduces turnover, and strengthens the relationship with the organization. Work loyalty is an important factor in creating a stable, productive, and sustainable work environment, which has an impact on overall organisational performance results.

Previous research from Tarcan, Erigüç, Kartal, Koca, and Karahan (2021) found that perceived supervisory support has a significant effect on employee performance and work loyalty. In their research, Faris and Pakpakah (2022) found that work loyalty has no significant effect on employee performance, while Kim, Vinh, and City (2020) found that work loyalty has a significant effect on employee performance. There are inconsistencies in the findings of previous research, thus providing an opportunity for researchers to further examine and measure whether the work loyalty variable can have a mediator role in the relationship between perceived supervisor support and employee performance in the research setting at KSP Artha Mulia Yogyakarta.

## **2. Literature Review**

### *2.1. Perceived Supervisor Support*

Perceived supervisory support is one of the most important aspects of the relationship between employees and supervisors (Kartika, Kaihatu, Adiwijaya, & Nugroho, 2017). Support from supervisors helps strengthen employees' positive attitudes towards the organisation, which in turn increases work engagement, motivation, and employee performance (Eisenberger, Stinglhamber, Vandenberghe, Sucharski, & Rhoades, 2002). Perceived supervisor support is the level of employee confidence in the concern given by supervisors for their welfare and contribution to the organisation (Kartika et al., 2017). Thus, it can improve employees' psychological well-being and help create a more productive and sustainable work environment (Eisenberger et al., 2002).

### *2.2. Work Loyalty*

Job loyalty is the dedication of an employee to use all his skills, abilities, and thoughts to achieve company goals while maintaining confidentiality and avoiding behaviour that can harm the company as long as they still work there (Hasibuan, 2013). In addition, loyalty also includes employee loyalty to work, position, and the company as a whole (Kim et al., 2020). This loyalty is reflected in the employee's commitment to protect and defend the organisation, both inside and outside the work environment, from threats or attacks from irresponsible parties (Kimpah, Ibrahim, & Raudeliuniene, 2017).

### *2.3. Employee Performance*

The success of a company often depends on a solid organisational structure, which is based on the performance of each team member. Employee performance can be seen in the

quality and quantity of the responsibilities carried out by employees (Robbins, & Judge, 2013). The existence of employees who show superior performance is crucial in an effort to achieve the company's mission and goals and maintain the company's competitiveness. Performance is seen in the process and achievement of a person in carrying out their duties in a certain period, as seen in the results of the work achieved compared to work standards, targets, or criteria that have been previously set and agreed upon. Performance is the behaviour shown by workers related to the achievements produced according to their role in the organisation (Yani, 2012). Performance must be associated with important tasks and the fulfilment of formal requirements for their responsibilities (Cheng et al., 2020).

#### *2.4. Hypothesis Development*

##### *2.4.1. The Effect of Perceived Supervisor Support on Work Loyalty*

Employees who feel their supervisor's support for their well-being and contributions will have higher self-confidence and feel valued at work. This can create a strong emotional bond between the employee and the organisation, which encourages loyalty at work. Support provided by supervisors can also help build positive relationships between employees and supervisors, creating a harmonious and productive work environment. Employees who believe in their supervisors are more likely to show loyalty to the organisation by remaining committed to their roles and making positive contributions in the workplace. The results of research by Anjali and Anand (2014) show that perceived supervisory support has a significant positive effect on employee loyalty.

H1: Perceived supervisory support has a significant positive effect on work loyalty.

##### *2.4.2. The Effect of Work Loyalty on Employee Performance*

Employee loyalty is the tendency to stay with the company they work for, even when faced with the opportunity to move to another company. It shows a strong commitment to the organisation, as employees are ready to defend and support the company from external interference or attacks. This loyalty is the result of an emotional investment in the company's vision, values, and goals, which drives employees to remain dedicated to helping the company achieve long-term success. By nurturing employee loyalty, companies can build a solid culture, increase workforce retention, and improve the overall performance of the organization. Employee loyalty is a key element in creating a stable and productive work environment, which in turn supports the overall growth and success of the company. In the research of Kim et al. (2020), Wardhani, Annisa, and Elfarina (2023), Gusnanto, Pembangunan, and Budi (2023) Ja, Suyono, and Elisabeth (2024), Putra, Yusuf, and Hardianto (2024) it is proven that work loyalty has a significant effect on employee performance.

H2: Work loyalty has a significant positive effect on employee performance.

##### *2.4.3. The Effect of Perceived Superior Support on Employee Performance*

Supervisory support that employees feel will have an impact on optimising their performance, resulting in good performance. Supervisory support creates an inclusive and supportive work environment where employees feel supported and valued. As a result, employees become more engaged in their work and are more likely to achieve set targets. Perceived supervisory support can create a positive and collaborative work environment. Supervisors who provide support are usually also more open to ideas and input from their subordinates, thus creating an inclusive and constructive work atmosphere. In their research, Saleem and Amin (2013), Anjali and Anand (2014), Lewicka, Glinska-Newes, Morrow, and Gorka (2018), Tarcan et al. (2021), showed that perceived supervisory support has a significant positive effect on employee performance.

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

### 3. Research Methods

This research was conducted at KSP Artha Mulia Yogyakarta, with a population of 36 employees. Data were collected by census using a questionnaire instrument. The collected data were processed using linear regression and the Sobel test. Researchers used a 1–5 Likert scale (from strongly disagree to strongly agree) on the questionnaire instrument. The measurement of the variable perceived supervisor support from Eisenberger, Huntington, Hutchison, and Sowa (1986) consists of 16 statement items, for example, the statement "My supervisor appreciates my contribution to the welfare of our department" and the statement "If my supervisor could hire someone to replace me at a lower salary, he would do so." Measurement of work loyalty variables from Dutta and Dhir (2021) which consists of 9 items, one of which is the statement "I obey orders and instructions" and the statement "I work hard to complete tasks," Measurement of employee performance from Pradhan and Jena (2017) consists of 8 items, one of which is the statement "I can complete the amount of work given to me correctly" and the statement "I am able to do more than one job.”

### 4. Research Findings and Discussion

#### 4.1 Characteristics of Respondents

The characteristics of the respondents are shown in Table 1, the majority of whom are female, as many as 24 (66.7%) people. Respondents have an employment status dominated by non-permanent employees, as many as 20 (55.6%) people. Respondents have a marital status, the majority of whom are not married, as many as 28 (77.8%) people. The majority of respondents are <30 years old, as many as 30 (83.3%) people, and this age group still needs leadership support in carrying out their job duties to guide and direct them in facing challenges and gaining more experience. Although this age is relatively young, the organisation expects this young group to move quickly and advance the organization. Young workers are expected to be better able to adapt to the use of technology in the office. The majority of respondents have worked for <2 years, as many as 20 (55.6%), with the majority of their last education being SMA or equivalent, as many as 18 (50%) people.

**Table 1. Characteristics of Respondents**

Category	Description	Total	Percentage
Gender	Male	12	33.3 %
	Female	24	66.7 %
Employment Status	Non-permanent	20	55.6 %
	Permanent	16	44.4 %
Marital Status	Unmarried	28	77.8 %
	Married	7	19.4 %
	Widow/widower	1	2.8 %
Age	< 30 years	30	83.3 %
	31-39 years	6	16.7 %
Last education	High School/Equivalent	18	50.0 %
	Diploma (D1/D2/D3/D4)	4	11.1 %
	S-1	11	30.6 %
	S-2	3	8.3 %
Tenure	< 2 years	20	55.6%
	2-5 years	14	55.6%
	6-10 years	2	38.9%

Source: primary data processed, 2024.

#### 4.2 Validity and Reliability Test

Validity test items can be declared valid if  $r_{count} > r_{table}$  (0.2785). Data testing shows  $r_{count}$  employee performance (0.431–0.624), work loyalty (0.361–0.673), and perceived supervisor support (0.313–0.734)  $> 0.2785$ , so the item is said to be valid. Reliable is fulfilled if the Cronbach's alpha value is  $> 0.60$ . In Cronbach's alpha for perceived supervisory support (0.903), work loyalty (0.829), and employee performance (0.806), the value is  $> 0.60$ , or the instrument is declared reliable (Table 2).

Table 2. Validity Test

Variable	Cronbach's Alpha Based on Standardized Items
Percieved Supervisor Support	0.903
Work Loyalty	0.829
Employee Performance	0.806

Source: primary data processed, 2024.

#### 4.3 Classical Assumption Test

The results of the classical assumption test data (Table 3) concluded that there was no multicollinearity ( $VIF < 10$ ; tolerance  $> 0.10$ ). There is no heteroscedasticity (Glejser test,  $p > 0.05$ ), and the normality test can also be fulfilled (Kolmogrov-Sminorv test, Monte Carlo Sig. (2-tailed).  $> 0.05$ ).

Table 3. Classical Assumption Test

Model	Multicollinearity		Monte Carlo Sig. (2-tailed)	Heteroscedasticity	
	Tol.	VIF		T	sig
Percieved Supervisor Support	-	-	0.153	-0.173	0.863
Work Loyalty	0.646	1.548	0.200	-1.359	0.183
Perceived supervisor support	0.646	1.548		1.672	0.104

Source: primary data processed, 2024

#### 4.4 Hypothesis Test

Testing H1 (Table 4) shows that perceived supervisory support has a significant influence on work loyalty at KSP Artha Mulia Yogyakarta, with a sig value of  $0.000 < 0.05$ . This finding confirms Anjali and Anand (2014) research, which states that perceived supervisory support has a significant positive influence on work loyalty. Perceived support from superiors and organisations makes employees feel valued, increases motivation, and maximises work results. When employees feel that their superiors support, care for, and understand their needs, they tend to be more emotionally attached and committed to work and the organization. The loyalty variable has the lowest mean value (0.351) on the statement "I am respected by other employees," while the highest mean value (0.673) is on the statement "I can express ideas freely."

Table 4. Hypothesis Test

Model	Dep.	Unstandardized Coefficients		Stand. Coeff.	t	Sig.	
		B	Std. Error	Beta			
H1	Perceived supervisor support	Work loyalty	0.294	0.068	0.595	4.316	0.000
H2	Work Loyalty	Employee Performance	-0.128	0.203	-0.133	-0.629	0.534
H3	Perceived supervisor support	Employee Performance	0.117	0.100	0.248	1.168	0.251

Source: primary data processed, 2024

Testing H2 (Table 4) shows that work loyalty does not significantly affect employee performance at KSP Artha Mulia Yogyakarta because the sig value is  $0.534 > 0.05$ . This finding does not confirm the findings of Kim et al. (2020), which show that work loyalty can affect employee performance. Employee work results are not only determined by the level of loyalty to work. Even though an employee has a high level of loyalty to the company, this does not guarantee that the quality of his work will match the needs of the organization. Other factors, such as individual abilities, motivation, and support provided by the organisation, also play an important role in determining the level of performance of an employee. In addition, a supportive work environment, a fair reward system, and opportunities for self-development can also influence intrinsic and extrinsic motivation and individual performance without depending on the level of loyalty to the job. This insignificant finding provides an opportunity for future research to analyse the causes in more depth. The employee performance variable had the lowest mean (0.431) on the statement "I always work well with my coworkers," while the highest mean (0.624) was on the statement "I can complete the work beyond the specified time."

Testing H3 (Table 4) shows that perceived supervisory support does not have a significant influence on employee performance at KSP Artha Mulia Yogyakarta because the probability value is  $0.251 > 0.05$ . This finding does not support the findings of Tarcan et al. (2021), which show that organisational support can have a significant effect on employee performance. Perceived supervisory support is an individual's subjective perception of the level of support they receive from their supervisor, so the level and type of perceived support may vary between individuals, depending on the relationship with the supervisor and their interpretation of the supervisor's behavior. It is suspected that there are other factors not covered by this study that further influence employee performance. The perceived supervisory support variable has the lowest mean value (0.312) on the statement "My supervisor is proud of my achievements." While the highest mean (0.737) is on the statement "If given the opportunity, my supervisor will take advantage of me."

#### 4.5 Sobel Test

The mediation test resulted in a one-tailed probability value of  $0.266 > 0.05$ , which means it is not supported (Figure 1). The work loyalty variable does not act as a mediator in the relationship between perceived supervisory support and employee performance at KSP Artha Mulia Yogyakarta. This finding is interesting because employee performance is not influenced by work loyalty and perceived supervisory support, but perceived supervisory support can strengthen work loyalty. It is suspected that there are other factors that are more dominant in influencing employee performance, such as intrinsic and extrinsic motivation factors, that can affect how well employees do their jobs. In addition, technological developments and market dynamics can also affect employee performance without being directly related to the level of loyalty to work.

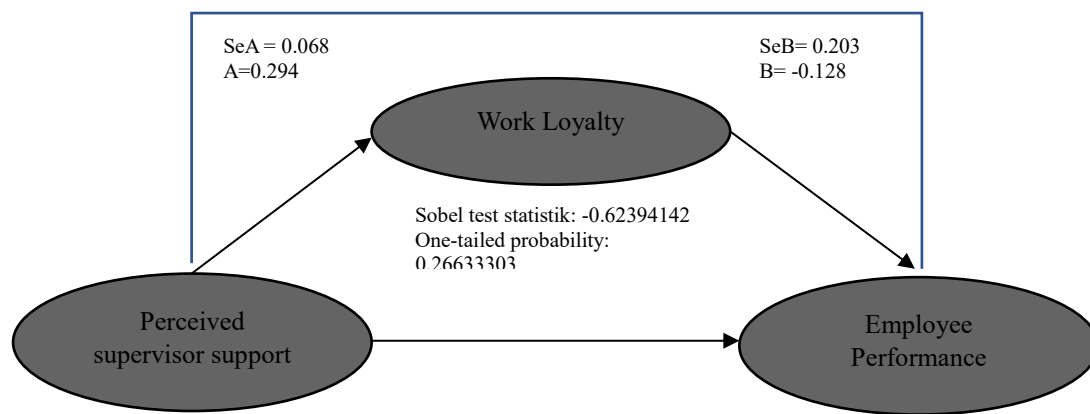


Figure 1. Mediation test  
Source: primary data processed, 2024.

## 5. Conclusion

This research conducted at KSP Artha Mulia Yogyakarta aims to examine the effect of perceived supervisory support on employee performance through work loyalty mediation. The research shows that although supervisory support does not have a significant direct influence on employee performance, it has a significant influence on work loyalty. These findings provide important insights for organisational management to understand the dynamics of the relationship between supervisors and employees and develop appropriate strategies to increase overall employee loyalty. Encouraging leaders to appreciate the performance of their followers can be meaningful for building feelings of being valued and maintaining work loyalty. Work loyalty does not affect employee performance, so it does not mediate the effect of perceived supervisory support on employee performance. Future researchers need to take an approach by including other variables to predict employee performance. Motivation, social support, and the work environment can be involved in estimating the antecedents of employee performance.

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