

THE ROLE OF SUPPORTIVE LEADERSHIP, ORGANIZATIONAL  
CITIZENSHIP BEHAVIOR, WORK ENGAGEMENT AND  
JOB SATISFACTION ON EMPLOYEE PERFORMANCE  
IN LOGISTICS COMPANY

Yayuk Srihandayani<sup>1</sup>, Rinto Rain Barry<sup>2</sup>  
Universitas Pelita Harapan, Tangerang<sup>1,2</sup>  
01619220099@student.uph.edu<sup>1</sup>

**ABSTRACT**

*This study aims to analyze the role of supportive leadership, organizational citizenship behavior, work engagement, and job satisfaction on employee performance in a logistics company. The research method used was a quantitative approach using Structural Equation Modeling (SEM) using SmartPLS 4. A questionnaire was distributed to 154 employees, with 113 pieces of data eligible for analysis. The results showed that supportive leadership, organizational citizenship behavior, and work engagement have a positive and significant effect, both directly and through job satisfaction, on employee performance. Furthermore, job satisfaction proved to be a mediating variable, strengthening the influence of these three variables on employee performance. The study concluded that increasing organizational citizenship behavior, supportive leadership, and work engagement, coupled with increased job satisfaction, can drive optimal employee performance in a logistics company.*

**Keywords:** Supportive Leadership, Organizational Citizenship Behavior, Work Engagement

**INTRODUCTION**

PT. Karisma Sejahtera Logistik is an International Freight Forwarding Company. The founder of PT Karisma Sejahtera Logistik started with professional experience as an International Freight Forwarding & Logistics Company that has one vision to achieve, namely Satisfying Customer needs. PT Karisma Sejahtera Logistik consistently provides International and Domestic transportation services as well and will assist in solving cargo shipping problems in all areas both International and domestic PT Karisma Sejahtera Logistik is supported by partners worldwide with a professional team in handling cargo especially in Export and Import. Therefore, this company requires human resources with optimal performance in order to compete in terms of service quality and drive the company's progress. However, in reality, employee performance in the company is not always at an optimal level. Employee performance evaluation at PT Karisma Sejahtera Logistik is carried out routinely every semester.

Although there was an increase in 2023 to 85% from 80% in the 2022 period, the performance achievement at PT. Karisma Sejahtera Logistik cannot be said to be optimal because the performance target is considered achieved if it reaches 100%. This means that there is still a gap between actual performance and the ideal target that should be achieved. This indicates that the company needs to conduct a more in-depth evaluation of the factors that influence employee performance. In addition, the Key Performance Indicators (KPI) measurements used to evaluate performance have not been explicitly explained. Current KPIs, such as productivity, customer satisfaction, and punctuality, are still general and are not equipped with specific measurement details, such as calculation methods, indicator weights, or clear achievement standards. This condition makes it difficult for companies to assess whether the performance achieved has met expectations or still needs to be improved. In

2022, PT. Karisma Sejahtera Logistik made several significant changes, such as the implementation of the Cargowise system for tracking goods, a new accounting system to facilitate financial recording, and the recruitment of more supportive human resource managers. These changes are expected to improve employee efficiency and comfort. However, the impact on performance has not been seen significantly in that year. This indicates that other factors, such as supportive leadership, organizational citizenship behavior, and work engagement, may also play a role in determining employee performance.

Based on employee performance data of PT. Karisma Sejahtera Logistik for the period 2021–2023, there is a fluctuation in performance achievement. In 2021, the average employee productivity reached 85%, customer satisfaction level was 90%, and delivery timeliness was 75%. However, in 2022, there was a decline in several indicators, where productivity fell to 80%, customer satisfaction level to 85%, while timeliness remained at 75%. In 2023, productivity and customer satisfaction increased again to 85% and 90%, while timeliness increased to 80%. Employee performance is a key factor in achieving the success of an organization. Facing increasingly complex business challenges, organizations must continue to strive to improve the performance of their employees. One factor that greatly influences employee performance is the type of leadership used by superiors in the organization. In his book "Irresistible," Bersin states that companies that prioritize employee well-being, provide continuous feedback, and create an inclusive work environment tend to experience increased employee performance. In addition, Bersin highlights the importance of empathetic leadership and the ability to adapt in the new era of work. (Bersin, 2022). Leadership style plays a crucial role in determining the success of an organization.

## **RESEARCH METHOD**

This study was conducted quantitatively by testing the effect of Supportive Leadership, Organizational Citizenship Behavior, and Work Engagement on Employee Performance mediated by Job Satisfaction. The study was conducted by distributing questionnaires to 154 employees working at PT. Karisma Sejahtera Logistik and the questionnaires filled out amounted to 113 data (73% rate). Supportive leadership in this study was measured using 9 questions adapted from Patria, et al. (2022), OCB was measured using 15 questions adapted from Liu, et al. (2024) research, work engagement was measured using 9 questions adapted from Huo & Wan's research (2024), job satisfaction was measured using 12 questions adapted from Nassani's research, et al. (2024), and employee performance was measured using 9 questions adapted from Qalati's research, et al. (2022).

## **RESEARCH RESULT AND DISCUSSION**

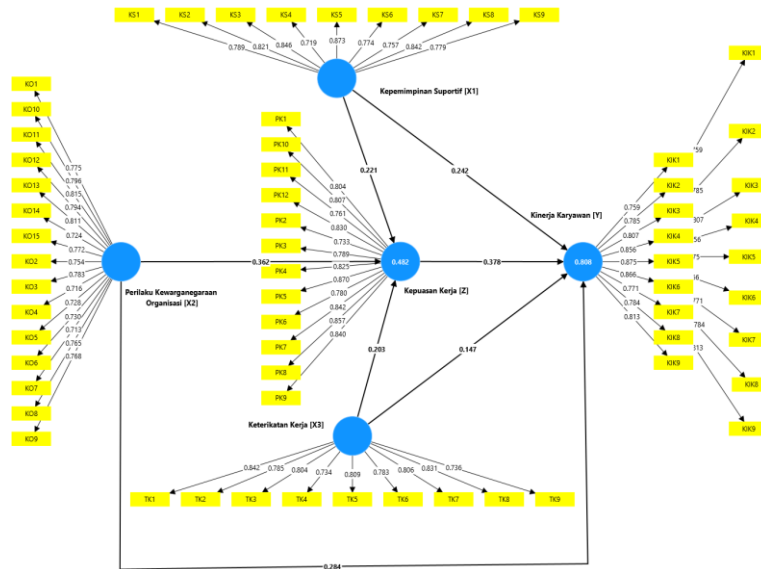
The 113 employees who were respondents in this study, it is known that the majority of employees are aged between 20-39 years, so they fall into the millennial and generation z categories, where the majority of employees are bachelor's degree graduates and have worked for an average of more than 10 years.

**Table 1.**  
**Profile Respondents**

	<b>Criteria</b>	<b>Freq</b>	<b>Percentage</b>
Age	20 - 29 Years	48	42%
	30 - 39 Years	35	31%
	40 - 49 Years	26	23%
	50 - 59 Years	3	3%
	> 59 Years	1	1%
Gender	Female	67	59%

	Male	46	41%
Education	High School	23	20%
	D1/D2/D3	17	15%
	S1/ S2/ S3	73	65%
Work length	< 3 Years	0	0%
	3 - 5 Years	24	21%
	6 - 10 Years	17	15%
	> 10 Years	72	64%
Income/month	< 5 million	53	46%
	5 - 10 Million	25	32%
	> 10 Million	35	22%

The first test is to conduct an outer model test. According to Ghozali (2015:39) the purpose of the outer model evaluation is to assess validity through convergent validity and discriminant validity, as well as the reliability of the model evaluated composite reliability and cronbach's alpha for its indicator block.



Gambar 1. Outer Model Test Result

Convergent validity testing is tested from each construct indicator. According to Chin (1998), an indicator is said to be valid if its value is greater than 0.70, while a loading factor of 0.50 to 0.60 can be considered sufficient. To ensure that there are no measurement-related problems, the last step in evaluating the outer model is to test the reliability of the model. Reliability testing is carried out using the Composite Reliability (CR) and Cronbach's Alpha (CA) indicators.

Table 2.  
Validity and Reliability Test

Variable	Indicator	Outer Loading	AVE	CR	CA
Job Performance	KIK1	0,759	0.663	0.946	0.936
	KIK2	0,785			
	KIK3	0,807			
	KIK4	0,856			
	KIK5	0,875			
	KIK6	0,866			

Variable	Indicator	Outer Loading	AVE	CR	CA
OCB	KIK7	0,771	0.583	0.954	0.949
	KIK8	0,784			
	KIK9	0,813			
	KO1	0,775			
	KO2	0,754			
	KO3	0,783			
	KO4	0,716			
	KO5	0,728			
	KO6	0,730			
	KO7	0,713			
	KO8	0,765			
	KO9	0,768			
	KO10	0,796			
	KO11	0,815			
	KO12	0,794			
Supportive Leadership	KO13	0,811	0.642	0.941	0.93
	KO14	0,724			
	KO15	0,772			
	KS1	0,789			
	KS2	0,821			
	KS3	0,846			
	KS4	0,719			
	KS5	0,873			
	KS6	0,774			
Job Satisfaction	KS7	0,757	0.66	0.959	0.953
	KS8	0,842			
	KS9	0,779			
	PK1	0,804			
	PK2	0,733			
	PK3	0,789			
	PK4	0,825			
	PK5	0,870			
	PK6	0,780			
	PK7	0,842			
	PK8	0,857			
	PK9	0,840			
Job Engagement	PK10	0,807	0.629	0.938	0.926
	PK11	0,761			
	PK12	0,830			
	TK1	0,842			
	TK2	0,785			
	TK3	0,804			
	TK4	0,734			
	TK5	0,809			
	TK6	0,783			
	TK7	0,806			
	TK8	0,831			
	TK9	0,736			

Based on table 2, it can be seen that all indicators of this research variable are declared valid, because the Outer Loadings value of each indicator is greater than 0.7. In addition, it can also be seen that the results of the Composite Reliability and Cronbach's Alpha tests show satisfactory values, namely all latent variables have been reliable because all latent variable values have Composite Reliability and Cronbach's Alpha values  $\geq 0.70$ . So it can be concluded that the questionnaire used as a research tool is reliable or consistent. Thus, the questionnaire items can be used in further analyses.

**Table 3.**  
**Discriminant Validity Test**

<b>Path of Influence</b>	<b>Heterotrait-monotrait ratio (HTMT)</b>
Job Satisfaction [Z] $\leftrightarrow$ Supportive Leadership [X1]	0,623
Job Engagement [X3] $\leftrightarrow$ Supportive Leadership [X1]	0,645
Job Engagement [X3] $\leftrightarrow$ Job Satisfaction [Z]	0,605
Employee Performance [Y] $\leftrightarrow$ Supportive Leadership [X1]	0,803
Employee Performance [Y] $\leftrightarrow$ Job Satisfaction [Z]	0,833
Employee Performance [Y] $\leftrightarrow$ Job Engagement [X3]	0,745
Organizational Citizenship Behavior [X2] $\leftrightarrow$ Supportive Leadership [X1]	0,730
Organizational Citizenship Behavior [X2] $\leftrightarrow$ Job Satisfaction [Z]	0,674
Organizational Citizenship Behavior [X2] $\leftrightarrow$ Job Engagement [X3]	0,701
Organizational Citizenship Behavior [X2] $\leftrightarrow$ Employee Performance [Y]	0,838

Heterotrait-monotrait ratio (HTMT) is a method used to assess discriminant validity in the Partial Least Squares Structural Equation Modeling (PLS-SEM) model. According to Hair et al. (2022), HTMT is the ratio of the average heterotrait-heteromethod correlation to the average monotrait-heteromethod correlation. HTMT is used to ensure that a reflective construct has a stronger relationship with its own indicators compared to indicators from other constructs. The acceptable threshold level of discriminant validity is also obtained from the Heterotrait-Monotrait Ratio (HTMT) value which is less than 0.90 as suggested by (Hair et al., 2022). After the estimated model meets the Outer Model criteria, the next step is to test the structural model (Inner Model). Inner model testing is the development of a concept-based model from a theory in order to analyze the influence of exogenous and endogenous variables that have been described in the conceptual framework. The first stage in the inner model test is to look at the r square value.

**Table 4.**  
**R Square Test**

<b>Variable</b>	<b>R-square</b>	<b>R-square adjusted</b>
Job Satisfaction [Z]	0,482	0,468
Job Performance [Y]	0,808	0,801

The R-Square ( $R^2$ ) value for the Job Satisfaction model is 0.482, indicating that 48.2% of the variability in Job Satisfaction can be explained by the independent variables in the model. The adjusted R-Square value of 0.468 indicates that after considering the number

of variables in the model, the proportion of explained variability decreases slightly, but still indicates that this model is quite good at explaining Job Satisfaction. Meanwhile, in Employee Performance, the R-Square ( $R^2$ ) value is 0.808, meaning that 81% of the variability in Employee Performance can be explained by the independent variables in the model. The adjusted R-Square value of 0.801 indicates that this model remains strong in explaining Employee Performance, even though there is an adjustment for the number of variables used. This indicates that this model has a good ability to predict Employee Performance.

**Table 5.**  
**F Square Test**

Path of Influence	f-square
Supportive Leadership [X1] → Job Satisfaction [Z]	0,046
Supportive Leadership [X1] → Employee Performance [Y]	0,142
Job Satisfaction [Z] → Employee Performance [Y]	0,387
Job Engagement [X3] → Job Satisfaction [Z]	0,042
Job Engagement [X3] → Employee Performance [Y]	0,057
Organizational Citizenship Behavior [X2] → Job Satisfaction [Z]	0,109
Organizational Citizenship Behavior [X2] → Employee Performance [Y]	0,164

The f-square value ( $f^2$ ) for the influence of Supportive Leadership on Job Satisfaction is 0.046. Based on the existing criteria, this value indicates that the influence is classified as weak, because it is in the range of  $0.02 \leq f \leq 0.15$ . The f-square value ( $f^2$ ) for the influence of Sportive Leadership on Employee Performance is 0.142. Just like before, this value also shows a weak influence, because it is in the same range. The f-square value ( $f^2$ ) for the influence of Job Satisfaction on Employee Performance is 0.387. This value shows a strong influence, because it is above the value of  $\geq 0.35$ . The f-square value ( $f^2$ ) for the influence of Work Engagement on Job Satisfaction is 0.042. This value also shows a weak influence, because it is in the range of  $0.02 \leq f \leq 0.15$ . The f-square ( $f^2$ ) value for the influence of Work Engagement on Employee Performance is 0.057. This value indicates a weak influence, because it is in the range of  $0.02 \leq f \leq 0.15$ . The f-square ( $f^2$ ) value for the influence of Organizational Citizenship Behavior on Job Satisfaction is 0.109. This value indicates a weak influence, because it is in the same range. The f-square ( $f^2$ ) value for the influence of Organizational Citizenship Behavior on Employee Performance is 0.164. This value also indicates a medium influence, because it is in the range of  $0.15 \leq f \leq 0.35$ . Hypothesis testing in this study was conducted to determine whether the hypothesis can be supported or not supported. This is done by comparing the path coefficient values obtained with the established hypotheses. For the accepted hypothesis, this study tests direct and indirect hypotheses, the hypothesis test is obtained from the bootstrapping calculation process on Smart-PLS 4.1.0.9 with the following results:

**Table 6.**  
**Hypothesis Test**

Hypothesis	Original sample	T stat	P values	Result
H1 : Supportive Leadership [X1] → Employee Performance [Y]	0,242	3,716	0,000	Accepted
H2 : Organizational Citizenship Behavior [X2] □ Employee Performance [Y]	0,284	3,410	0,000	Accepted

Hypothesis	Original sample	T stat	P values	Result
H3 : Job Engagement [X3] $\square$ Employee Performance [Y]	0,147	1,877	0,030	Accepted
H4 : Supportive Leadership [X1] $\rightarrow$ Job Satisfaction [Z]	0,221	2,271	0,012	Accepted
H5 : Organizational Citizenship Behavior [X2] $\square$ Job Satisfaction [Z]	0,362	3,651	0,000	Accepted
H6 : Job Engagement [X3] $\rightarrow$ Job Satisfaction [Z]	0,203	2,205	0,014	Accepted
H7 : Job Satisfaction [Z] $\rightarrow$ Employee Performance [Y]	0,378	5,394	0,000	Accepted
H8 : Supportive Leadership [X1] $\rightarrow$ Job Satisfaction [Z] $\rightarrow$ Employee Performance [Y]	0,084	2,064	0,02	Accepted
H9 : Organizational Citizenship Behavior [X2] $\rightarrow$ Job Satisfaction [Z] $\rightarrow$ Employee Performance [Y]	0,137	3,390	0,000	Accepted
H10 : Job Engagement [X3] $\rightarrow$ Job Satisfaction [Z] $\rightarrow$ Employee Performance [Y]	0,077	1,803	0,036	Accepted

The estimated value of the path coefficient for the influence of Supportive Leadership on Employee Performance is 0.242 with a T-statistic of 3.716 and a P-value of 0.000. Because the t-statistic is greater than the t-table (1.658) and the P-value is less than 0.05, this influence is significant. This shows that Supportive Leadership has a significant positive influence on Job Satisfaction. This means that the hypothesis H1: There is a positive influence between Supportive Leadership and Employee Performance, is accepted. The main characteristic of an effective leader is supportive leadership. Supportive leadership can be defined as "leader behavior directed at satisfying the needs and preferences of subordinates, such as showing concern for the welfare of subordinates and creating a friendly and psychologically supportive work environment". Supportive leaders are characterized as friendly and approachable and offer subordinates material, informational, and socio-emotional resources, which include respect and concern for employee welfare (Kim et al., 2021). Leaders who demonstrate individualized consideration behavior value their employees as unique individuals, recognize and pay attention to their needs, feelings, abilities, and aspirations, and provide them with encouragement, support, and guidance (Rai et al., 2024). Supportive leadership improves the quality of the exchange relationship between supervisors and subordinates (i.e., vertical subordinate relationships). According to the norm of reciprocity when subordinates receive supportive leadership, they form a perceived obligation to the leader and reciprocate by meeting the leader's performance expectations (high performance) and providing emotional support back to the leader (Kim et al., 2021). The results of this study are in line with the findings of several previous studies which also found a positive and significant effect between supportive leadership and employee performance. These findings were revealed by Siti Nur Azizah et al. (2024), Hartono et al. (2023), Azzahra et al. (2024), and Irfan et al. (2023).

The path coefficient value for Organizational Citizenship Behavior is positive at 0.284. It is also known that the T-statistic value (3.410) is greater than the T table value (1.658) and the P-value (0.000) which is smaller than 0.05. This means that there is a significant positive influence of Organizational Citizenship Behavior on Employee Performance. This explains that the higher or better the value of Organizational Citizenship Behavior, the higher or increasing Employee Performance will be. Likewise, if the value of

Organizational Citizenship Behavior is lower or worse, Employee Performance will be lower or decrease. This means that the hypothesis H2: There is a Positive Influence Between Organizational Citizenship Behavior (OCB) on Employee Performance, is accepted. One of the things that influences employee performance is Organizational Citizenship Behavior (OCB). Organizational Citizenship Behavior (OCB) is defined as behavior that "contributes to the maintenance and enhancement of the social and psychological context that supports task performance. Organizational Citizenship Behavior (OCB) includes voluntary actions at the individual level that are not formally recognized and rewarded by the organization and are viewed as extra-role behaviors.

Research evidence suggests that organizations that foster organizational citizenship outperform those that do not. Although Organizational Citizenship Behavior (OCB) is an informal aspect of an employee's job and is not part of their formal job description, evidence suggests that it has a substantial positive impact on organizational success (Kaur & Randhawa, 2021). The results of this study are in line with the findings of several previous studies that also found a positive and significant effect between organizational citizenship behavior and employee performance. These findings were revealed by Azzahra et al. (2024), Hartono et al. (2023), Dirga (2024), and Kurniawan and Keni (2024). The path coefficient value for the influence of Work Engagement on Employee Performance is positive at 0.147. It is also known that the T-statistic value (1.887) is greater than the T table value (1.658) and the P-value (0.030) which is less than 0.05. This shows that Work Engagement has a significant positive influence on Employee Performance. This means that the hypothesis H3: There is a positive influence between Work Engagement and Employee Performance, is accepted. When employees can direct all their efforts and energy into their work, it allows them to carry out their work well with fewer reported work errors (Lee et al., 2024). Thus, providing role clarity, social recognition, and a sense of security to employees are important factors that contribute to their engagement and, ultimately, optimal performance quality.

The results of this study are in line with the findings of several previous studies which also found a positive and significant influence between work engagement behavior and employee performance, as expressed by Balalimbu et al. (2023), Setyawan et al. (2024), and Rifki et al. (2024). The estimated value of the path coefficient for the influence of Supportive Leadership on Job Satisfaction is 0.221 with a T-statistic of 2.271 and a P-Value of 0.012. Because the t-statistic is greater than the t-table (1.658) and the P-value is less than 0.05, this influence is significant. This shows that Supportive leadership has a significant positive influence on Job Satisfaction. This means that the hypothesis H4: There is a positive influence between Supportive Leadership and Job Satisfaction, is accepted. Theoretically, supportive leadership is a specific aspect included in a broader leadership model, transformational leadership, with overlap with what is called compassionate leadership. It is also part of the broad meta-category of relationship-oriented leadership. In practice, a supportive leadership style reflects a supervisor who provides emotional, instrumental, informal, and valuable and appreciative support, but with the greatest weight on the emotional dimension, paying attention, listening, and understanding (Blomberg et al., 2024). The results of this study are in line with the findings of several previous studies which also found a positive and significant influence between supportive leadership and job satisfaction, as expressed by Zulfikar et al. (2021), Muhammad et al. (2022), Suyono et al. (2019), Rahayu et al. (2024), and Rivai (2019).

The path coefficient value for the influence of Organizational Citizenship Behavior on Job Satisfaction is obtained with a positive value of 0.362. It is also known that the T-statistic value (3.651) is greater than the T table (1.658) and the P-value (0.000) is smaller than 0.5. This means that there is a significant positive (unidirectional) influence of Organizational Citizenship Behavior on Job Satisfaction. This explains that the higher or better the value of



Organizational Citizenship Behavior, the higher or increasing Job Satisfaction will be. Likewise, if the value of Organizational Citizenship Behavior is lower or worse, then Job Satisfaction will be lower or decrease. This shows that Organizational Citizenship Behavior has a significant positive influence on Job Satisfaction. This means that the hypothesis H5: There is a positive influence between Organizational Citizenship Behavior on Job Satisfaction, is accepted. Job satisfaction is closely related to employee behavior in the workplace. Empirical evidence shows that individuals who are satisfied with their jobs tend to have positive behaviors, such as volunteering (Idris et al., 2021). The employee behavior in question is organizational citizenship behavior (OCB). Organizational Citizenship Behavior (OCB) is a multidimensional employee behavior, including various aspects of employee behavior that are positive and beneficial for organizational development (Idris, et al., 2021). The conclusion of this statement is that job satisfaction has a close relationship with employee behavior in the workplace. The results of this study are in line with the findings of several previous studies which also found a positive and significant influence between Organizational Citizenship Behavior and job satisfaction, as expressed by Robbins and Judge (2019), Kuma et al. (2020), Yunardi and Ie (2023), and Saputra et al. (2020).

The path coefficient value between Job Satisfaction and Employee Performance is positive at 0.203. It is also known that the T-statistic value (2.205) is greater than the T table value (1.658) and the P-value (0.014) which is less than 0.05. This means that there is a significant positive (unidirectional) influence of Job Engagement on Job Satisfaction. This explains that the higher or better the Job Engagement value, the higher or increasing Job Satisfaction will be. Likewise, if the Job Engagement value is lower or worse, Job Satisfaction will be lower or decrease. This means that the hypothesis H6: There is a positive influence between Job Engagement and Job Satisfaction, is accepted. A concept that is closely related to job engagement is job satisfaction. Job satisfaction is explained as the feelings and emotions of employees towards their work and the level of employee satisfaction with their work (Wei et al., 2023). According to Liu et al. (2023) Job satisfaction and job engagement are indeed the main indicators of well-being, and they are considered the key to motivating employees to dedicate themselves to improving their work performance. The results of this study are in line with the findings of several previous studies which also found a positive and significant influence between employee engagement and job satisfaction, as expressed by Fatharani and Riasnugrahani (2022), Yusuf (2022), Judge et al. (2020), Nafis et al. (2023), and Putra (2024).

The path coefficient value is positive at 0.378. It is also known that the T-statistic value (5.394) is greater than the T table value (1.658) and the P-value (0.000) which is less than 0.05. This shows that Supportive Leadership has a significant positive effect on Employee Performance. This means that there is a significant positive (unidirectional) effect of Supportive Leadership on Employee Performance. This explains that the higher or better the value of Supportive Leadership, the higher or increasing Employee Performance will be. Likewise, if the value of Supportive Leadership is lower or worse, Employee Performance will be lower or decrease. This means that the hypothesis H7: There is a positive effect between Job Satisfaction and Employee Performance, is accepted. Satisfied employees are an important prerequisite for a healthy company and are the main assets of the organization. Organizations in any industry that aim to maximize profits must understand and improve their employees' job satisfaction (Egemen, 2024). Furthermore, according to Egemen (2024) Dissatisfied employees will be less motivated to dedicate themselves to their work, while satisfied employees usually do their best to achieve organizational goals.

Team members who are satisfied with their work feel connected to the project and work hard for the success of the project. The results of this study are in line with the findings of several previous studies which also found a positive and significant influence between job

satisfaction and employee performance, as expressed by Fatharani and Riasnugrahani (2022), Widayanti et al. (2021), Paparang et al. (2021), Afandi & Bahri (2020), Hendrayana et al. (2021), and Putri et al. (2024). The path coefficient value for the indirect effect of Sportsmanship Leadership on Employee Performance through Job Satisfaction is 0.084. It is also known that the T-statistic value (2.064) is greater than the T table value (1.658) and the P-value (0.002) which is smaller than 0.05. This means that there is a significant positive (unidirectional) effect of Supportive Leadership on Employee Performance mediated by Job Satisfaction or the Job Satisfaction variable is able to be an intervening between Supportive Leadership and Employee Performance. This means that the hypothesis H8: There is a positive effect between Supportive Leadership on Employee Performance mediated by Job Satisfaction, is accepted. In addition, supportive leadership can increase job satisfaction, and through this increase in job satisfaction, employee performance also increases. As a mediator, job satisfaction explains how the support given by leaders can transition into better results in terms of employee performance. Without a high level of job satisfaction, even though the leader is supportive, employees may not feel motivated to improve their performance significantly. This explains that a leadership style that supports, cares for, and helps employees achieve their goals can increase employee job satisfaction, which then has a positive impact on their performance. Therefore, organizations that implement supportive leadership can create a more positive and productive work environment, as well as improve overall employee performance.

The path coefficient value for the indirect effect of Work Engagement on Employee Performance through Job Satisfaction is 0.077. It is also known that the T-statistic value (1.803) is greater than the T table value (1.658) and the P-value (0.036) which is smaller than 0.05. This means that there is a significant positive effect of Organizational Citizenship Behavior on Employee Performance mediated by Job Satisfaction or the Job Satisfaction variable is able to be an intervening between Organizational Citizenship Behavior on Employee Performance. This means that the hypothesis H9: There is a positive effect between Organizational Citizenship Behavior on Employee Performance mediated by Job Satisfaction, is accepted. This means that there is a significant positive effect of Organizational Citizenship Behavior on Employee Performance through Job Satisfaction or the Job Satisfaction variable is able to be an intervening between Organizational Citizenship Behavior on Employee Performance. This indicates that employees who voluntarily help coworkers, show commitment to the organization, and actively participate in organizational activities tend to feel more satisfied with their jobs. This high job satisfaction then has a positive impact on their performance. Therefore, encouraging organizational citizenship behavior can be an effective strategy to improve employee job satisfaction and overall performance. The path coefficient value for the indirect effect of Organizational Citizenship Behavior on Employee Performance through Job Satisfaction is obtained with a positive value of 0.137. It is also known that the T-statistic value (3.390) is greater than the T table value (1.658) and the P-value (0.000) which is smaller than 0.05.

This means that there is a significant positive effect of Work Engagement on Employee Performance mediated by Job Satisfaction or the Job Satisfaction variable is able to be an intervening between Work Engagement and Employee Performance. This means that the hypothesis H10: There is a positive effect between Work Engagement and Employee Performance mediated by Job Satisfaction, is accepted. This means that there is a significant positive effect of Work Engagement on Employee Performance through Job Satisfaction or the Job Satisfaction variable is able to be an intervening between Work Engagement and Employee Performance. This explains that employees who feel involved and committed to their work tend to be more satisfied with their work. This high job satisfaction then has a positive impact on their performance. Therefore, increasing work engagement through

various programs and initiatives can be an effective strategy to improve employee job satisfaction and overall performance.

## CONCLUSION

The results of the study indicate that all hypotheses tested in this study are accepted, meaning that supportive leadership, work engagement, organizational citizenship behavior are able to positively influence employee work performance through job satisfaction. The findings of this study confirm that Supportive Leadership, Organizational Citizenship Behavior, Work Engagement, and Job Satisfaction are interrelated and contribute to Employee Performance. This reinforces the importance of a holistic approach in human resource management, where psychological, social, and organizational factors need to be integrated to create a supportive and productive work environment. From the results of this study, it is known that companies need to maintain and improve good Organizational Citizenship Behavior as a key factor that supports employee performance. Management can provide appreciation or awards to employees who consistently demonstrate organizational citizenship behavior, such as helping coworkers or actively participating in organizational activities. In addition, an organizational culture that supports collaboration and teamwork needs to be continuously strengthened. Companies also need to focus on improving job satisfaction because of its significant impact on motivation and performance. Therefore, management needs to immediately take steps to improve job satisfaction, such as improving the work environment, providing competitive incentives, and ensuring open communication between superiors and subordinates. Improving job satisfaction will have a positive impact on employee motivation and performance. In addition, it is also necessary to evaluate and improve understanding of the importance of supportive leadership and encourage its implementation at all levels of the organization. Management needs to provide employees with an understanding of the importance of supportive leadership in supporting their performance and well-being. This can be done through training, socialization, or mentoring programs that show how supportive leadership can create a positive and productive work environment. In addition, employees who have leadership potential need to be encouraged to adopt this leadership style.

## REFERENCE

- Alshaabani, A., Naz, F., Magda, R., & Rudnák, I. (2021). Impact of perceived organizational support on ocb in the time of covid-19 pandemic in hungary: Employee engagement and affective commitment as mediators. *Sustainability (Switzerland)*, 13(14). <https://doi.org/10.3390/su13147800>
- Afandi, A., & Bahri, S. (2020). Pengaruh kepemimpinan, motivasi, dan disiplin kerja terhadap kinerja karyawan. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 3(2), 235–246. <https://doi.org/10.30596/maneggio.v3i2.5044>
- Blomberg, S., Rosander, M., & Einarsen, S. V. (2024). Role ambiguity as an antecedent to workplace bullying: Hostile work climate and supportive leadership as intermediate factors. *Scandinavian Journal of Management*, 40(2), 101328. <https://doi.org/10.1016/j.scaman.2024.101328>
- Chin, W., W. (1998). *The partial least squares approach for structural equation modeling. Modern Methods for Business Research*. Lawrence Erlbaum Associates.
- Egemen, M. (2024). Assessing the individual effects of different job satisfaction facets on the job performance of qualified employees in the unique conditions of the construction industry. *Ain Shams Engineering Journal*, 15(7), 102789. <https://doi.org/10.1016/j.asej.2024.102789>
- Fatharani, T., & Riasnugrahani, M. (2022). Panggilan keterikatan kerja dan kepuasan kerja

- pada guru. *Aksara Jurnal Ilmu Pendidikan Non Formal*, 8(1), 313-324. <http://dx.doi.org/10.37905/aksara.8.1.313-324.2022>
- Ghozali, I. (2020). Aplikasi Analisis Multivariate dengan Program IBM SPSS 21. Semarang: Badan Penerbit UNDIP.
- Ghozali, I., & Latan, H. (2015). *Konsep, Teknik, Aplikasi Menggunakan Smart PLS 3.0 Untuk Penelitian Empiris*. Semarang: BP Undip.
- Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2022). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM) Third Edition*. Sage Publications, Inc.
- Hariati, Muis, M., & Amar, Y. (2021). The Effect of Job Satisfaction on Organizational Citizenship Behavior. *Hasanudin Journal Of Business Strategy*, 3(4), 87–91. <https://doi.org/10.5220/0007115200870091>
- Idris, Nanang, A. S., Soetjipto, B. E., & Supriyanto, A. S. (2021). Predicting factors of organizational citizenship behavior in Indonesian nurses. *Heliyon*, 7(12), e08652. <https://doi.org/10.1016/j.heliyon.2021.e08652>
- Judge, T. A., Zhang, S. (C.), & Glerum, D. R. (2020). *Essentials of job attitudes and other workplace psychological constructs*. Routledge
- Kaur, K., & Randhawa, G. (2021). Exploring the influence of supportive supervisors on organisational citizenship behaviours: Linking theory to practice. *IIMB Management Review*, 33(2), 156-165. <https://doi.org/10.1016/j.iimb.2021.03.012>
- Kim, K. Y., Atwater, L., Jolly, P., Ugwuanyi, I., Baik, K., & Yu, J. (2021). Supportive leadership and job performance: Contributions of supportive climate, team-member exchange (TMX), and group-mean TMX. *Journal of Business Research*, 134(March 2022), 661–674. <https://doi.org/10.1016/j.jbusres.2021.06.011>
- Kuma, A. A. D., Suyasa, P. T. Y. S., & Tumanggor, R. O. (2020). Perbedaan kepuasan kerja dan perilaku kewarganegaraan organisasi berdasarkan kelompok proximal withdrawal state. *Jurnal Muara Ilmu Sosial, Humaniora, dan Seni*, 4(1). <https://doi.org/10.24912/jmishumsen.v4i1.7702.2020>
- Meilani, Y. F. C. P., Bernarto, I., & Berlianto, M. P. (2020). Impact of Motivation, Discipline, Job Satisfaction on Female Lecturer Performance at PH University. *Management and Economic Journal (MEC-J)*, 4(2), 93–104. <https://doi.org/10.18860/mec-j.v4i2.8803>
- Nurdiansyah, R., Mariam, S., Ameido, M. A., & Ramli, A. H. (2020). Work Motivation, Job Satisfaction and Employee Performance. *Business and Entrepreneurial Review*, 20(2), 153–162. <https://doi.org/10.25105/ber.v20i2.8006>
- Rudi, R., Qamari, I. N., & Udin, U. (2024). What factors influence employee loyalty? A meta-analysis using VOSviewer. *Multidisciplinary Reviews*, 7(10), 1–15. <https://doi.org/10.31893/multirev.2024193>
- Sugiyono. (2020). *Metode penelitian kuantitatif kualitatif dan R&D*. Cetakan ke 2. Alfabeta.
- Suyono, H., Dahniar, & Sugiati, T. (2019). Pengaruh gaya kepemimpinan suportif, komunikasi horizontal dan pengembangan karir terhadap kepuasan kerja karyawan kontrak (Studi pada karyawan frontliner PT. Bank Central Asia Tbk Banjarmasin). *Jurnal Wawasan Manajemen*, 7(1). <https://doi.org/10.20527/jwmthemanagementinsightjournal.v7i1.73>
- Wei, H., Horsley, L., Cao, Y., Haddad, L. M., Hall, K. C., Robinson, R., ... & Anderson, D. G. (2023). The associations among nurse work engagement, job satisfaction, quality of care, and intent to leave: A national survey in the United States. *International Journal of Nursing Sciences*, 10(4), 476-484. <https://doi.org/10.1016/j.ijnss.2023.09.010>

- Widayanti, L. J., & Widiastini, N. M. A. (2021). Pengaruh kepuasan kerja dan disiplin kerja terhadap kinerja karyawan bagian moulding kayu PT. Adi Karya Graha Mulya. *Prospek: Jurnal Manajemen dan Bisnis*, 3(1), 571–583. <https://doi.org/10.23887/pjmb.v3i1.29510>
- Yunardi, V., & Ie, M. (2023). Pengaruh motivasi kerja, stres kerja dan perilaku kewargaan organisasional terhadap kepuasan kerja karyawan pada salah satu perusahaan. *Jurnal Muara Ilmu Ekonomi dan Bisnis*, 7(2). <https://doi.org/10.24912/jmieb.v7i1.21978>
- Yusuf, M. (2022). Pengaruh Pemberdayaan Psikologis Dan Kepemimpinan Etis Terhadap Keterikatan Karyawan Pada Perusahaan PT. PLN (Persero) Lampung. Skripsi Universitas Lampung; Tidak dipublikasikan. <http://digilib.unila.ac.id/62433/3/SKRIPSI%20TANPA%20BAB%20PEMBAHASAN.pdf>
- Zaman, S., Wang, Z., Rasool, S. F., Zaman, Q. U., & Raza, H. (2022). Impact of critical success factors and supportive leadership on sustainable success of renewable energy projects: Empirical evidence from Pakistan. *Energy Policy*, 162, 112793. <https://doi.org/10.1016/j.enpol.2022.112793>