

**THE EFFECT OF PERCEIVED ORGANIZATIONAL SUPPORT AND
TRANSFORMATIONAL LEADERSHIP ON EMPLOYEE PERFORMANCE
(STUDY ON MANUFACTURING COMPANIES IN CIREBON)**

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Abstract

This study aims to conduct an analysis of the effect of Perceived Organizational Support (POS) and Transformational Leadership on employee performance in manufacturing companies in Cirebon City. POS is related to how far employees assess that the organization values employee involvement and is concerned about their welfare, while transformational leadership focuses on how leaders inspire and motivate employees to achieve optimal results. This study uses a quantitative approach through multiple linear regression analysis. Data was collected from 105 respondents through questionnaires. The results show that POS has no significant influence on employee performance, indicating the need to evaluate the form of organizational support to be more relevant to employee needs. In contrast, transformational leadership has a significant influence on employee performance, confirming the importance of the leader's role in forming an inspiring and supportive work environment. Simultaneously, these two variables contribute 58.1% to employee performance, while 41.9% is influenced by other factors. The findings provide practical implications for companies in increasing leadership effectiveness and improving organizational support strategies to improve employee performance. Further research is recommended to explore other factors, such as organizational culture and work-life balance, that may affect employee performance.

Keywords: Perceived Organizational Support, Transformational Leadership, Employee Performance

INTRODUCTION

In a dynamic world of work, organizations are required to be able to improve the performance of their employees in order to face increasingly fierce global competition. One factor that plays an important role in improving employee performance is their perception of perceived organizational support, or known as Perceived Organizational Support (POS). However, organizational support alone is not always enough. The work environment is also strongly influenced by the leadership style applied. One of the relevant leadership styles in this context is transformational leadership. This leadership style emphasizes vision, inspiration, intellectual stimulation, and individual attention, all of which can create a supportive and empowering work environment.

Research shows that the relationship between Perceived Organizational Support (POS) and transformational leadership significantly affects employee performance. Transformational leadership builds an atmosphere where employees feel respected and involved, thereby encouraging an increase in their performance. Research reveals that Perceived Organizational Support (POS) and transformational leadership have a positive impact on employee performance, often mediated by employee engagement. POS is the extent to which employees believe that the organization where employees work cares about their welfare and values their contributions; employees will support every policy made by the organization, including changes (Sulaeman et al., 2024).

Transformational leaders can motivate and inspire employees through a clear vision, effective communication, and attention to individual needs. While many studies have addressed the effect of both POS and transformational leadership separately on employee performance, studies exploring their combined effects are limited, particularly in the context of the manufacturing sector in Indonesia. This study focuses on manufacturing companies in Cirebon City, which have unique characteristics such as relatively high labor turnover rates and challenges in maintaining employee productivity and loyalty. Therefore, it is crucial to understand how organizational support and the leadership style applied can contribute to improving employee performance in this context. This relationship is not only between superiors and employees, but also a relationship that involves their emotions (Subagia & Hidayat, 2020).

This research not only has theoretical contributions in explaining the relationship between POS, transformational leadership, and employee performance, but also has practical implications. The results of this study can be used as a basis for formulating human resource strategies, such as leadership training, formulating organizational policies that are more employee-oriented, and creating a supportive work environment. Thus, organizations can increase operational effectiveness while supporting the welfare of their employees. According to the analysis that has been carried out (Ida Apriani et al., 2023) states that there is a significant influence of Perceived Organizational Support (POS) on Employee Performance. This phenomenon is important to understand in an effort to improve organizational effectiveness and employee welfare.

REVIEW OF LITERATURE

Perceived Organizational Support

Organizational support in organizational behavior, also known as perceived organizational support, can explain how employees view, how superiors treat them, and how they behave towards their work and organizations with each other. Employees see organizational treatment as motivation, which they perceive as organizational support (Ridwan et al., 2020). When employees get the support provided by the organization, they tend to integrate membership in that organization as part of their identity, and if they receive support from the organization, they will have a positive influence and perception of the organization (Yona, 2023). Perceived Organizational Support (POS) and espoused values are very important to change employee behavior. One POS is employees' perceptions of how the company values their work and cares about their well-being (Labib et al., 2021).

Organizational support perceived by employees has major implications in improving job satisfaction, commitment to the organization, and overall performance. Through positive organizational treatment, such as appreciation and care, organizations can strengthen employees' self-identity and increase behavior that is in line with achieving organizational goals. Therefore, organizations need to provide significant support to their employees to increase productivity and togetherness in the work environment.

Transformational Leadership

The basic concept in transformational leadership is to encourage to carry out work with superior quality compared to the tasks they usually do. In other words, transformational leadership is intended to strengthen employees' trust and confidence, which in turn has an impact on improving their performance. According to (Wulandari et al., 2023), transformational leaders have the power to motivate and inspire their followers to achieve extraordinary achievements while helping them grow as leaders. Transformational leadership increases employee engagement in managing situations with inspiration, helps them make good decisions, and encourages employee motivation to work. Ultimately, this impacts employees' attitudes towards the company (Matande, 2022). Transformational leaders look at the work system, create a shared vision, allow others to set an example, and encourage subordinates (Maskurochman et al., 2020). To make the organization more efficient, competitive, and sustainable, transformational leadership seeks to change its culture, structure, processes, and characteristics (Gede et al., 2024).

Transformational leadership focuses on encouraging employees to achieve optimal performance by increasing their trust and confidence. Transformational leaders have the ability to inspire their followers, encourage involvement in decision-making, and create a harmonious and collaborative work culture. It can be concluded that transformational leadership is proven to be effective in building a constructive and efficient work atmosphere, and also contributes to individual and organizational growth.

Employee Performance

Employee performance is one of the crucial elements in the management of human resource administration that has a direct impact on the productivity and success of the organization. Employee performance can be defined as the achievement of individual work in carrying out the responsibilities entrusted to them. Based on Afandi's opinion in the journal (Meinitasari & Chaerudin, 2022), Performance is an achievement produced by individuals or groups in an activity that is in line with individual intentions and commitments to realize organizational goals legally, not against the law, and in line with moral and ethical norms. Employee performance can also be seen through the level of discipline that each employee has, which includes aspects such as punctuality at work (Rahayu & Sutrischastini, 2022). Work performance, also called job performance, is the achievement obtained from an

employee both in quantity and quality while doing the work that is his responsibility (Caissar et al., 2022). If a worker's job, program, or policy achieves goals in a certain level of things that are aligned with the company's goals, vision, and mission, the worker's performance will be rewarded (Ray et al., 2024).

Employee performance is crucial in human resource management because it has a direct impact on organizational success and productivity. An individual's work achievement in completing assigned tasks, which is influenced by willpower and discipline, is called performance. Discipline, which includes arriving on time, is one sign of good performance. It is essential for employees to work ethically and legally and improve their skills consistently to achieve company goals.

Operational Definition

According to Syahza (2021:68) Operational definition refers to the characteristics of the thing being defined as something that can be observed and measured. This idea is very important because it can provide opportunities for others, such as researchers, to carry out similar procedures. In other words, what researchers do can be verified or retested by other researchers.

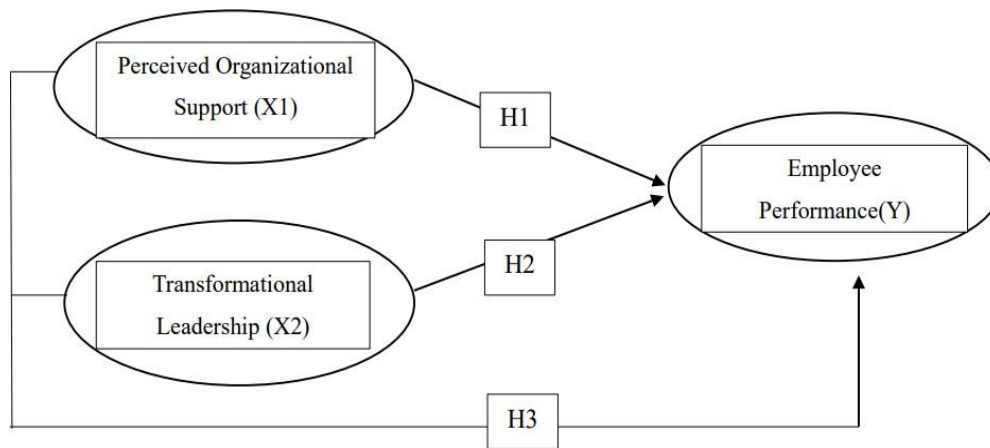
Table 1
Operational Variables

| Variables | Definition | Indicator |
|---|---|---|
| Perceived Organizational Support (POS) (Sulaeman et al., 2024). | Employees' level of trust in the organization's appreciation of their work and concern for their well-being is analyzed through an approach known as Perceived Organizational Support (POS) Theory. | Fair Organizational Support Supervisor support or leadership support Favorable Reward and Job Conditions |
| Transformational Leadership (Wulandari et al., 2023). | Transformational leaders have the power to motivate their followers to achieve greatness while helping them grow as leaders. | Influence exerted through example Inspiring Motivation Stimulation of Intellectual Thought Individually Tailored Attention |
| Employee Performance (Ariyanti & Rijanti, 2022). | Performance is the result of activities carried out | Total work output. Quality of work |

| | | |
|--|---|---|
| | within a certain time in one's job or profession. | Reliability in completing tasks. Discipline towards work rules Utilize time |
|--|---|---|

Conceptual Framework

Figure 1.
Conceptual Framework



Research Hypothesis

Referring to Figure 2 and the description of the problem formulation, the following hypothesis is proposed:

Figure 2.
Research Hypothesis

| Hypothesis | Description |
|-------------------|---|
| H1 | H0: Perceived Organizational Support does not have a significant impact on employee performance. Ha: Perceived Organizational Support has a significant impact on employee performance. |
| H2 | H0: Transformational Leadership does not have a significant impact on employee performance Ha: Transformational leadership has a significant impact on employee performance |
| H3 | H0: Perceived Organizational Support and Transformational Leadership simultaneously have no significant impact on employee performance. Ha: Perceived Organizational Support and Transformational Leadership simultaneously have a significant impact on employee performance. |

RESEARCH METHOD

Variable Measurement

This research method uses a quantitative approach to obtain data. Based on the point of view of Sugiyono (2020: 8), the quantitative research approach is a research method based on the philosophy of positivism. This approach uses research equipment to collect data in order to analyze a specific population or sample. The collected data will be analyzed using a quantitative approach or with statistical methods to test the hypothesis that has been developed. With this approach, researchers can measure, test hypotheses, and draw conclusions based on statistical analysis, resulting in objective and reliable findings.

This study applies a multiple linear regression analysis approach (Rosid et al., 2024). In this study, researchers set the object of research at one of the manufacturing companies in Cirebon City. The total population in the company was 130 people, but when collecting data using a questionnaire, only 105 respondents were obtained. Data collection in this study applies the saturated sampling method, in which all members of the population become research samples Sugiyono (2020: 85), but the number of valid respondents is 105. The data

collection methods applied include observation, questionnaires, interviews, and literature review.

RESULTS AND DISCUSSION

INSTRUMENT TESTING

Validity Test

The validity test is carried out through a number of statements to respondents and provides an assessment of the statements that correlate with the total base value. Data can be accepted as valid if the correlation number of the calculated r value exceeds the r table value (Putra & Khasanah, 2021).

Figure 3.
Validity Test Results

| <i>Perceived Organizational Support (POS) (X1)</i> | | | <i>Transformational Leadership (X2)</i> | | | <i>Employee Performance (Y)</i> | | |
|--|---------------------------|-------|---|---------------------------|-------|---------------------------------|---------------------------|-------|
| Statement Item | Total Pearson Correlation | Ket | Statement Item | Total Pearson Correlation | Ket | Statement Item | Total Pearson Correlation | Ket |
| X1.1 | 0,522 | Valid | X2.1 | 0,688 | Valid | Y.1 | 0, 538 | Valid |
| X1.2 | 0,705 | Valid | X2.2 | 0, 676 | Valid | Y.2 | 0, 601 | Valid |
| X1.3 | 0,736 | Valid | X2.3 | 0,687 | Valid | Y.3 | 0, 629 | Valid |
| X1.4 | 0,785 | Valid | X2.4 | 0,633 | Valid | Y.4 | 0, 597 | Valid |
| X1.5 | 0,675 | Valid | X2.5 | 0,682 | Valid | Y.5 | 0, 674 | Valid |
| X1.6 | 0,701 | Valid | X2.6 | 0,682 | Valid | Y.6 | 0, 615 | Valid |
| X1.7 | 0,577 | Valid | X2.7 | 0,620 | Valid | Y.7 | 0, 521 | Valid |
| X1.8 | 0,755 | Valid | X2.8 | 0,658 | Valid | Y.8 | 0, 532 | Valid |
| X1.9 | 0,688 | Valid | X2.9 | 0,536 | Valid | Y.9 | 0, 687 | Valid |
| | | | X2.10 | 0,618 | Valid | Y.10 | 0, 538 | Valid |
| | | | X2.11 | 0,594 | Valid | Y.11 | 0, 611 | Valid |
| | | | X2.12 | 0,622 | Valid | Y.12 | 0, 668 | Valid |
| | | | | | | Y.13 | 0, 672 | Valid |
| | | | | | | Y.14 | 0, 550 | Valid |
| | | | | | | Y.15 | 0, 623 | Valid |

Source: SPSS output data in 2025

Referring to the results of measuring validity using SPSS, the correlation value of all question instruments is > 0.05 . Therefore, all statements on this research questionnaire are said to be valid and valid.

Reliability Test

The reliability test is carried out to examine that the research measuring instrument has a level of reliability that can be trusted and produces data that is relevant to the research objectives. This test is used in order to evaluate the level of stability of respondents using research instruments (Soesana et al., 2023).

Figure 4.
Reliability Test Results

| Variable | Cronbach's Alpha | N of Items |
|--|------------------|------------|
| Perceived Organizational Support (POS) | 0,856 | 9 |
| Transformational Leadership | 0,869 | 12 |
| Employee Performance | 0,873 | 15 |

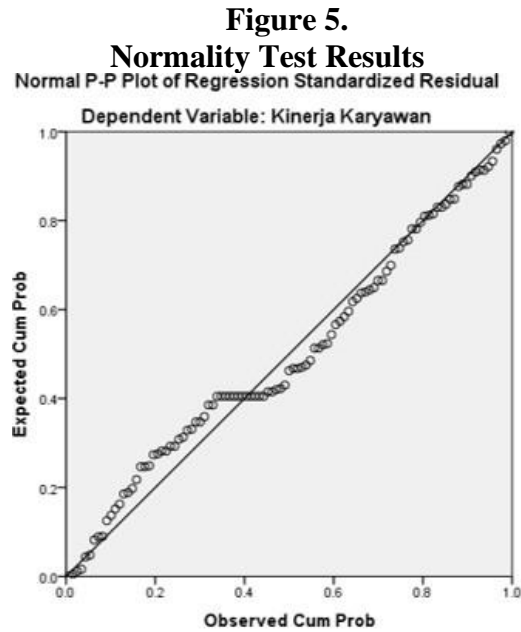
Source: SPSS output data in 2025

According to the table above, the value of Cronbach's Alpha for the Perceived Organizational Support (POS) variable (X1) is 0.856, the Transformational Leadership variable (X2) is 0.869 and the Employee Performance variable (Y) is 0.873, while the research variable is considered reliable if the Cronbach's Alpha value is > 0.6 . That way, it can be concluded that all variables contained in this study can be considered to have a good level of reliability.

CLASSICAL ASSUMPTION TEST

Normality Test

The normality test is carried out to ensure that the disturbance or residual variables in the regression model follow a normal distribution (Jane 2021: 35). This test can be measured using the Kolmogorov-Smirnov Test. If the asymp sig (2-tailed) value > 0.05 means that the data has a normal distribution (Indartini & Mutmainah, 2024:9-10).



Source: SPSS output data in 2025

The data distribution in the study spreads and follows the diagonal line, so it can be concluded that the data has a normal distribution. This can be supported by the Kolmogorov-Smirnov test.

Multicollinearity Test

Multicollinearity test is conducted to carry out the detection of whether or not there is a significant relationship between the independent variables of the multiple linear regression model (Setya Budi et al., 2024).

Figure 6
Multicollinearity Test Results
 Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
|-------|----------------------------------|-----------------------------|------------|---------------------------|-------|------|-------------------------|-------|
| | | B | Std. Error | Beta | | | Tolerance | VIF |
| 1 | (Constant) | 26.144 | 5.078 | | 5.148 | .000 | | |
| | Perceived Organizational Support | .200 | .130 | .158 | 1.542 | .126 | .615 | 1.627 |
| | Transformational Leadership | .575 | .126 | .469 | 4.561 | .000 | .615 | 1.627 |

a. Dependent Variable: Employee Performance

Source: SPSS output data in 2025

Because the tolerance value > 0.10 and the VIF value of the two variables < 10 , it means that the data passes the multicollinearity test, which means that between the independent variables there are no confounding variables.

a. Heteroscedasticity Test

This test is conducted to ensure that the residual variance remains constant despite changes in the predictor values. In other words, there should be no relationship between the confounding or residual variables and the independent variables (Indartini & Mutmainah, 2024).

Figure 7.
Heteroscedasticity Test Results
 Coefficients^a

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|----------------------------------|-----------------------------|------------|---------------------------|-------|------|
| | B | Std. Error | Beta | | |
| 1 (Constant) | 26.144 | 5.078 | | 5.148 | .000 |
| Perceived Organizational Support | .200 | .130 | .158 | 1.542 | .126 |
| Transformational Leadership | .575 | .126 | .469 | 4.561 | .000 |

Dependent Variable: Employee Performance

Source: SPSS output data in 2025

If the sig value > 0.05 means there is no heteroscedasticity

Variable X1 has a significance value of $0.126 > 0.05$

The X2 variable also has a significance value of $0.000 < 0.05$

Then variable X1 fulfills the assumption of heteroscedasticity, while variable X2 does not fulfill the assumption of heteroscedasticity. So that not all classical assumptions are met.

Multiple Linear Regression Test

Multiple linear regression analysis is a statistical method used to examine the correlation between one dependent variable and two or more independent variables. This technique aims to examine how changes in the independent variable affect the dependent variable.

Mathematically, the multiple linear regression equation can be expressed as:

$$Y = a + b_1X_1 + b_2X_2 + \dots + b_nX_n$$

Where:

Y = Dependent variable (predicted variable value)

a = Constant

b1, b2, ..., bn = Regression coefficients

X1, X2, ..., Xn = Independent variables

If there are two independent variables, X1 and X2, the regression equation becomes:

$$Y = a + b_1X_1 + b_2X_2$$

Figure 8.
Multiple Linear Regression Test Results
 Coefficients^a

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|----------------------------------|-----------------------------|------------|---------------------------|-------|------|
| | B | Std. Error | Beta | | |
| 1 (Constant) | 26.144 | 5.078 | | 5.148 | .000 |
| Perceived Organizational Support | .200 | .130 | .158 | 1.542 | .126 |
| Transformational Leadership | .575 | .126 | .469 | 4.561 | .000 |

a. Dependent Variable: Employee Performance

Source: SPSS output data in 2025

In addition, the multiple linear regression analysis resulting from calculations using the SPSS tool is:

$$Y = a + b_1X_1 + b_2X_2$$

Y (Employee Performance) = 26.144 + 0.200X1 (Perceived Organizational Support) + 0.575X2 (Transformational Leadership)

Therefore, the results of the multiple linear regression equation can be explained as follows:

1. Based on the above equation, the constant value (a) refers to 26.144, meaning that if the Perceived Organizational Support (POS) variable has a fixed value of 0, then the value of Employee Performance is 26.144.
2. The coefficient value of the Perceived Organizational Support (POS) variable is 0.200, meaning that if the Perceived Organizational Support (POS) variable (b1) increases 1 time

and Transformational Leadership is 0, then Employee Performance is expected to increase by 0.200.

3. The coefficient value of the Transformational Leadership variable (b_2) is 0.575, which means that if the Perceived Organizational Support (POS) variable increases 1 time and Transformational Leadership remains 0, then Employee Performance will increase by 0.575.

Determination Coefficient Test

R-square (R^2), or the coefficient of determination, shows how much the independent variable is able to provide an explanation of the dependent variable (Indartini & Mutmainah, 2024).

Figure 9.
Determination Coefficient Test Results
Model Summary^b

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .581 ^a | .337 | .324 | 3.933 |

a. Predictors: (Constant), Transformational Leadership, Perceived Organizational Support (POS)

b. Dependent Variable: Employee Performance

Source: SPSS output data in 2025

It is known that the adjusted R square value is 0.324 so that it means that the Perceived Organizational Support and Transformational Leadership variables have an overall impact of 58.1% on the Employee Performance variable and the remaining 41.9% is influenced by other variables outside the scope of this study.

HYPOTHESIS TEST

T Test (Hypothesis)

The T-test is used to compare the means between two groups of data. This test aims to determine whether there is a significant difference between the two groups.

Figure 10.
T Test (Hypothesis) Test Results

Coefficients^a

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
|----------------------------------|-----------------------------|------------|---------------------------|-------|------|-------------------------|-------|
| | B | Std. Error | Beta | | | Tolerance | VIF |
| 1 (Constant) | 26.144 | 5.078 | | 5.148 | .000 | | |
| Perceived Organizational Support | .200 | .130 | .158 | 1.542 | .126 | .615 | 1.627 |
| Transformational Leadership | .575 | .126 | .469 | 4.561 | .000 | .615 | 1.627 |

a. Dependent Variable: Employee Performance

Source: SPSS output data in 2025

The result of the Significance value (Sig) for the Perceived Organizational Support (POS) variable (X1) is 0.126 (> 0.05). Therefore, variable X1 does not have an influence on variable Y. Transformational Leadership (X2) 0.000 (<0.05), so variable X2 has an influence on variable Y.

a. F Test (Simultaneous)

The F test is used in comparing variances, including two or more groups of data. This test is commonly applied in the analysis of variance (ANOVA) to determine whether there is a significant difference between the means of more than two groups.

Figure 11.
F Test (Simultaneous) Test Results
 ANOVA^a

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1 | Regression | 802.872 | 2 | 401.436 | 25.950 | .000 ^b |
| | Residual | 1577.890 | 102 | 15.470 | | |
| | Total | 2380.762 | 104 | | | |

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Transformational Leadership, Perceived Organizational Support (POS)

Source: SPSS output data in 2025

The independent variable is considered to have a significant influence on the dependent variable when the significance value is below 0.05.

Based on the analysis output using SPSS, it is found that the sig value is 0.000 <0.05 so that the Perceived Organizational Support (POS) (X1) and Transformational Leadership (X2) variables have a significant effect on the Employee Performance variable (Y).

Discussion

The results showed that Perceived Organizational Support (POS) did not have a significant effect on employee performance. This shows that although organizational support is important, the form of support provided needs to be tailored to the specific needs of employees. As in the indicators of fair organizational support and favorable rewards & job conditions to be more relevant to employee needs. As in the statement in variable X1.1, namely the organization tries to create a positive environment and in variable statement X1.7, namely re-examining the benefits policy provided to employees.

In contrast, Transformational Leadership is proven to have a significant influence on employee performance. Leaders who can motivate and inspire employees play a role in significantly improving their performance. It can be seen from the two indicators that have low results, namely in the indicators of intellectual thought stimulation and individually tailored attention. Therefore, companies are advised to be able to create an environment where mistakes are considered as an opportunity to learn this is stated in statement variable X2.9. As well as paying more attention to the needs and strengths of individuals in the team, this is stated in statement variable X2.11. Through periodic evaluations and consistent attention to employee development will be the key to creating a strong and highly competitive team.

Overall, this study provides new insights into the importance of transformational leadership in improving employee performance, while perceived organizational support needs to be improved to be more relevant to employee needs. The research also shows that there are a number of other factors beyond the scope of the study that can influence employee performance, thus providing opportunities for further research to explore other aspects that can contribute to performance in the work environment.

CONCLUSION

The findings of this study on the influence of Perceived Organizational Support (POS) and Transformational Leadership on employee performance in a manufacturing company in Cirebon City lead to several important conclusions. First, the effect of Perceived Organizational Support (X1) on employee performance (Y) was found to be statistically insignificant, as indicated by a significance value of 0.126 (greater than 0.05). This suggests

that the current organizational support perceived by employees does not directly enhance their performance. However, this also indicates a need for improvement in aspects such as fairness of organizational support and the relevance of rewards and job conditions to better align with employee expectations.

In contrast, Transformational Leadership (X2) shows a significant and positive influence on employee performance, with a significance value of 0.000 (less than 0.05). Leaders who inspire, motivate, and support the individual development of employees play a crucial role in enhancing performance. Indicators such as intellectual stimulation and individually tailored attention are particularly influential and offer areas for further development to maximize leadership impact.

Simultaneously, the combined effect of Perceived Organizational Support and Transformational Leadership significantly affects employee performance, as reflected in the regression equation: $Y = 26.144 + 0.200X1 + 0.575X2$. The constant value of 26.144 suggests a baseline level of performance even in the absence of contributions from POS and transformational leadership, which may be attributed to internal factors such as existing work standards, employee experience, or organizational culture. The coefficient for transformational leadership (0.575) indicates a strong practical effect, meaning that for every one-unit increase in transformational leadership, employee performance increases by 0.575 units, assuming other variables remain constant. Meanwhile, the POS coefficient of 0.200, though not statistically significant, still reflects a positive numerical trend, implying that tangible and well-communicated organizational support could enhance performance, albeit to a lesser degree than leadership.

Overall, the combined contribution of POS and transformational leadership to employee performance is 58.1%, with the remaining 41.9% influenced by other factors not explored in this study. These may include intrinsic motivation (such as personal ambition or work meaning), organizational culture (values and shared norms), and the physical work environment (including comfort, safety, and facilities).

Among the two predictors, transformational leadership emerges as the more dominant factor in influencing performance. The results of measurement also affirm the validity of each research variable and its associated indicators. For Perceived Organizational

Support, these include fair organizational support, supervisor or leadership support, and favorable rewards and job conditions. Transformational Leadership is measured through indicators such as leading by example, inspirational motivation, intellectual stimulation, and individualized attention. Employee performance itself is reflected through the quantity and quality of work, reliability, discipline, and time management.

Based on these findings, several recommendations are proposed. Since POS does not significantly affect performance, organizations are advised to regularly conduct employee satisfaction surveys to assess the relevance of existing support mechanisms. Policies and support systems should be tailored more precisely to employee needs, potentially by involving employees in policy formulation and fostering a more positive and responsive organizational environment.

In light of the strong influence of Transformational Leadership, it is recommended that the company further develop this leadership style. Cultivating a culture that views mistakes as opportunities for learning, offering coaching-based leadership training, and promoting open communication can empower leaders to better engage with and support their teams. A “Leader as Role Model” initiative is also advisable, wherein exemplary leadership behaviors—such as integrity, high morale, and openness to innovation—are actively demonstrated.

Recognizing the limitations of this study, future research is encouraged to investigate other variables that may affect employee performance, including organizational culture, work-life balance, and technological adaptation. Additionally, qualitative approaches may yield deeper insights into employee perceptions regarding both organizational support and transformational leadership.

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