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**THE EFFECT OF ORGANIZATIONAL SUPPORT AND WORK ENVIRONMENT  
ON EMPLOYEE PERFORMANCE IN NATIONAL TRANSPORTATION  
COMPANIES**



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**Abstract**

This study analyzes the influence of organizational support and work environment on employee performance at National Transportation Companies. Organizational support includes appreciation, assistance, and company concern for employee welfare, while the work environment is reviewed from physical, social, and psychological aspects. This study uses a quantitative approach with an associative design, involving 100 respondents from a total of 1,314 employees who were selected randomly. Data were collected through questionnaires and analyzed using PLS-SEM 3.0. The results show that both organizational support and work environment have a positive and significant effect on employee performance. This finding emphasizes the importance of managing internal factors to improve company performance and services.

**Keywords:** Organizational Support, Work Environment, Employee Performance

## INTRODUCTION

Human resources are the most important thing in a company, which can encourage the development of science on how to utilize human resources to achieve an optimal condition. According to (Hasibuan, 2010), resources are defined as humans who have integrated capabilities characterized by a good mindset and physical strength. Human resources are not just assets, but also the main driving force that determines the productivity, innovation, and competitiveness of the company. Effective HR management is important to maintain operational balance, increase work motivation, and ensure the availability of competent workers who meet the needs of the organization.

Human resource management is also responsible for creating a conducive work environment. A positive work culture can increase employee loyalty and satisfaction, which ultimately contributes to increased productivity. In addition to internal aspects, human resource management also plays a role in building the company's image in the eyes of the public and prospective workers. Companies that have good human resource management will be more attractive to talented professionals and improve the company's reputation in the industry they are engaged in. (Umar et al., 2024).

As the main asset in the organization is the employee who plays a strategic role as a thinker, planner, and controller of the organization. One of the main factors that determines the success of the organization is employee performance. Employee performance is the work results in terms of quality and quantity achieved by an employee in carrying out his duties following the responsibilities given to him (Mangkunegara, 2011). Employee performance has a crucial role in achieving the company's strategic corporate goals; this performance directly affects the level of productivity and quality of the company's work results.

One aspect that is considered crucial in responding to this challenge is the role of support within the organization. Organizational support, according to Eisenberg et al. in (Cocić, 2024) is the general perception of employees about the extent to which the company values their contributions and cares about their well-being. The support provided by the organization can create a perception of a certain level of trust from employees. Employees who have a positive attitude towards the organization, feel valued, and feel strong support from the organization through fair policies, open communication, and positive responses to their individual needs, will experience increased psychological, social, and emotional well-being. (Rati & Asri Zone, 2024). In addition, according to (Mulyani et al., 2021) organizational support also encourages the creation of a team spirit, which strengthens mutual trust and cooperation among employees. With harmonious relationships in the workplace, employees feel more comfortable and can work more effectively.

Organizational support also plays an important role in creating harmony between individuals and organizations. When employees have values that are in line with the organization, they are more likely to adapt to existing work systems, reduce uncertainty and conflict, and increase job satisfaction. (Cindy Silvia Agustin et al., 2023). This satisfaction ultimately has a positive impact on increasing productivity and work quality.

Furthermore, organizational support can increase employee motivation, especially for those who interact directly with customers. With adequate support, such as company policies that support employee welfare, work enthusiasm increases, which ultimately has an impact on better service to customers. The importance of organizational support is not only focused

on individuals, but also creating a work climate that supports employee orientation.(Ernawan et al., 2023). Organizational support is very important for employee growth because with organizational support, employees can improve their performance (Ketut & Riana, 2018). Thus, organizational support not only improves individual performance, but also employee contribution in achieving overall organizational goals.

An indication that an employee feels support from the organization can be seen through his/her attitude and behavior, where the employee will try to work well according to the responsibilities and tasks he/she has. In addition, employees will also show a commitment to achieving organizational goals as a form of response to the support that(Ekowati & Finthasari, 2021). Management support such as organizing training, providing adequate work facilities, and giving awards for employee achievement, has been proven to increase employee loyalty and productivity.(Bakriana et al., 2021).

In addition to organizational support, the work environment is also a factor that greatly determines employee performance. A work environment that is not always conducive is also a challenge in maintaining employee performance and satisfaction. The work environment according to (Sedarmayanti, 2017) namely all the tools and materials encountered, the surrounding environment in which a person works, the work method, and the work arrangements both as an individual and as a group.

Employees who feel appreciated and receive optimal support will have a higher level of motivation, which ultimately has an impact on improving the quality of work results and the company's operational efficiency.(Agita & Irawan, 2017). Employees who feel engaged have a deep understanding of their work environment and work diligently to improve their performance.(Rahmadalena & Asmanita, 2020).

Various studies have shown that there are many factors that influence employee performance, one of which is organizational support and the work environment.(Ambarsari et al., 2021). Similar results were also found in the research results(Marbut, 2022)which concludes that the influence of organizational support and work environment has a significant effect on employee performance.

From the employee training data of National Transportation Companies above, it shows that out of a total of 1,314 employees, 899 employees (68.4%) have attended training. This shows that the company provides ample opportunity for employees to develop their skills. With almost 70% of employees receiving training, National Transportation Companies shows its commitment to supporting employee competency improvement. As many as 415 employees (31.6%) have not attended training. This can occur due to several factors, such as limited quotas, schedules, or perhaps company policies in determining training priorities for certain employees.(Yayan, 2025).

Based on direct observation, National Transportation Companies has created a work environment that supports productivity. A comfortable work space with good lighting and ventilation, good relationships between co-workers and an open communication system between superiors and subordinates. This is in line with the work environment assessment criteria from(Sedarmayanti, 2017).

Previous studies conducted by(Ambarsari et al., 2021)revealed that organizational support and work environment have a positive and significant influence on employee performance. Similar results were also found in the study(Hadi & Muslimin, 2022)at PT.

Pegadaian Dompu Branch, (Khairunnisa, 2023) at PT. Pos Indonesia (Persero) Cirebon, and research conducted by (Khairunnisa, 2023).

Based on the description above, the researcher wants to conduct a study on employee performance influenced by organizational support and work environment. The objectives of this study are as follows: 1) to determine whether organizational support influences employee performance at National Transportation Companies; 2) to determine whether the work environment influences employee performance at National Transportation Companies; and 3) to determine whether organizational and environmental support influences employee performance at National Transportation Companies.

## REVIEW OF LITERATURE

### Organizational Support

Organizational support brings effectiveness to improving employee performance, with high performance it will have a significant influence on the organization, meaning the greater the support given, the greater the impact on an employee's performance in completing their tasks so that they are able to bring the organization to progress and develop (Mujibburahman & Hidayati, 2020).

Organizational support can be defined as the form of support that employees receive from the work environment, including the company, coworkers, superiors, or other work members. (Maharani & Hidayah, 2022). Another opinion from Erdogan & Enders in (Marbun, 2022) organizational support is the degree of individual trust in the organization that the organization cares about him, values every input given, and provides help and assistance for him. From these definitions it can be interpreted that organizational support is the role of the organization/company and its members/colleagues in treating other employees.

Organizational support according to Eisenberg et al. in (Cocić, 2024) is employees' general perception of the extent to which the company values their contributions and cares about their well-being. The dimensions and indicators of measuring organizational support according to Eisenberg et al. in (Syarif & Yusuf, 2017) namely: 1) organizational justice: fairness of work appraisal procedures and objectivity of promotion decisions, 2) superior support: superior assistance to employees and concern for employee welfare, 3) appreciation: organizational appreciation and satisfaction with facilities.

Research by (Siswanti & Pratiwi, 2020) shows that support from superiors such as verbal appreciation and intensive communication have a significant influence on employee performance. Supported employees tend to have higher motivation and better performance.

From the various definitions of organizational support above, it can be concluded that organizational support is the employee's view of the organization's concern for valuing their contributions and the organization's concern for employee welfare. When employees believe that their organization supports their tasks, values their contributions and prioritizes their welfare, they tend to have a positive attitude and try to complete tasks beyond those that have been determined (Opatha & Takahashi, 2024).

### Work Environment

The work environment is described as the physical and emotional aspects that encourage employee commitment, productivity and satisfaction. (Akinwale & George, 2020). The work environment in a company is one of the important things to pay attention to, even

though the work environment does not go through the production process in a company, the work environment has a direct influence on the employees who carry out the production process. (Rulianti & Nurpribadi, 2023).

A conducive work environment contributes significantly to improving employee performance. Employees who feel comfortable in their work environment tend to show better performance. According to Robbins in (Kurniawaty et al., 2019) Employees will work optimally if the work environment is comfortable and supportive because employees feel satisfied with the work environment (Latunreng & Hermawan, 2023) in his research, he argued that the physical, social, and psychological conditions of an organization's workplace generally have an impact on employees' ability to do their jobs effectively and efficiently.

According to (Schultz & Schultz, 2016), The work environment is defined as a condition related to the characteristics of the workplace towards employee behavior and attitudes, where this is related to the occurrence of psychological changes due to things experienced in their work or in certain circumstances that must be continuously considered by the organization, including work boredom, monotonous work, and fatigue.

Work environment according to (Sedarmayanti, 2017) namely all the tools and materials faced, the surrounding environment in which a person works, the work method, and the work arrangements both as an individual and as a group.. According to (Sedarmayanti, 2017), The dimensions of the work environment are divided into two, namely physical and non-physical work environments. With the following indicators: physical work environment: 1) lighting, 2) work space circulation, 3) room layout, 4) decoration, 5) noise, and 6) facilities; non-physical work environment: 1) relationships with superiors and 1) relationships with fellow co-workers

From these several literals, it can be concluded that the work environment is everything that employees feel when they are working, including physical, non-physical, and psychological aspects.

### **Employee performance**

Employee performance is a great hope for companies to realize a conducive organizational culture. In a company that has a strong organizational culture, strong values, shared values will be well understood, embraced, and fought for by most of its members, namely the company's employees (Hasan, 2023).

According to Moeljono in (Rivai, 2020) Employee performance is the work results in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Meanwhile, according to (Sastrohadiwiryo, 2019) in his book he states that employee performance is the performance achieved by a worker in carrying out the tasks and work assigned to him.

Definition of performance according to (Rumijati, 2021) namely, the characteristics that underlie a person in doing work and are related to the effectiveness of a person's performance in their work. Performance is the work results that have been achieved by a person in an organization to achieve goals based on standards or measurements that are appropriate to the type of work, and in accordance with established norms and ethics (Sudarso, 2024).

Another opinion from (Edison, 2016) which states that performance is the result of a process that refers to and is measured over a certain period of time based on previously established provisions or agreements. There are four dimensions along with performance

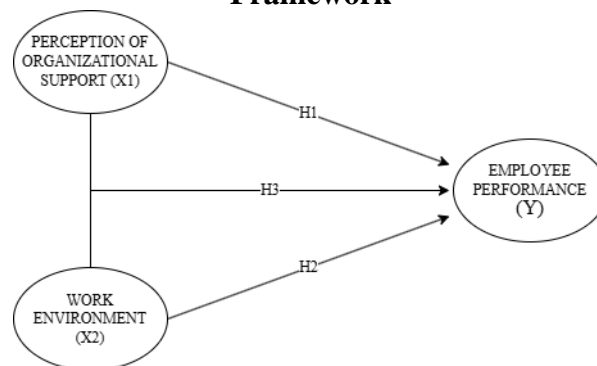
indicators according to him., namely: 1) quality: quality of work results, accuracy in working and working optimally; 2) target: able to complete the given target, work hard to increase work capacity, and be able to complete additional tasks; 3) completion time: ability to complete work on time and time efficiency in completing tasks; 4) principled: obey company rules, rules are implemented without coercion, and know and understand every applicable norm and rule.

Performance is demonstrated through the actions and behavior of all employees, reflecting the actual work results produced in their respective roles within the company (López Cabarcos et al., 2022). Performance can also be used as an indicator to assess whether an activity has been carried out according to expectations and plans (Alazhar et al., 2024). Referring to the definitions It can be concluded that true performance is the result of employee work achievements in carrying out their duties in accordance with the provisions/standards set by the company.

## RESEARCH METHOD

The method used in this study is a quantitative method with an associative approach which aims to analyze the relationship between independent variables and dependent variables statistically (Sujarweni, 2015) defines quantitative research methods as a type of research that produces findings that can be achieved by using statistical procedures or other means of quantification (measurement).

**Figure 1.**  
**Framework**



### Population and Sample

The population in this study were all employees at PT. KAI Daop III Cirebon totaling 1314 employees. In this study, samples were taken using the slovin technique with an error rate of 10% so that the number of samples obtained was 93 employees which were then rounded up to 100 employees. Sampling used the random sampling method, namely a method of drawing from a population or universe in a certain way so that each member of the population or universe has the same opportunity to be selected or taken (Kerlinger, 2006).

$$n = \frac{N}{1 + N(e)^2}$$

$$n = \frac{1314}{1 + \frac{1314(0.1)^2}{1314}}$$
$$n = \frac{1314}{1 + 1314 \times 0,01}$$
$$n = \frac{1314}{1 + 13,14}$$
$$n = \frac{1314}{14,14}$$
$$n = 93$$

Information:

- n : Sample size  
N : Population  
e : Fault tolerance level

### **Instrument Test**

In this study, instrument testing was conducted to ensure that the measuring instruments used to measure organizational support variables, work environment, and employee performance have adequate validity and reliability. Testing was conducted using the Partial Least Squares Structural Equation Modeling (PLS-SEM) method with the help of SmartPLS 3.0 software. Testing includes evaluation of the outer model and inner model. Instrument testing in this study refers to standards that have been set by experts, such as (Ghozali & Latan, 2015), And (Hair et al., 2019).

#### **1. Outer Model**

The outer model is used to test the relationship between indicators and the latent constructs they measure. Evaluation of the outer model involves validity and reliability tests as follows:

##### **a. Convergent Validity**

Covergent Validity is one type of construct validity used to assess the extent to which indicators that measure the same construct have a high correlation with each other. The parameters used are: loading factor and average variance extracted (AVE). An indicator can be said to be valid if it has a loading value  $\geq 0.7$  (Hair et al., 2019), and has an AVE value  $> 0.5$  so that the construct can explain more than 50% of the indicator variance. (Fornell & Larcker, 1981).

##### **b. Discriminant Validity**

Discriminant Validity is conducted to ensure that each construct has a clear difference with other constructs. The two parameter methods used are cross loading and fornell-larcker criterion. Each indicator must have the highest loading number on the construct it measures compared to the loading on other constructs. (Ghozali & Latan, 2015). The square root of AVE of each latent variable must be greater than the correlation between the other latent variables. (Fornell & Larcker, 1981).

##### **c. Composite Reliability**

Used to measure the internal consistency of the construct. With reference to the Composite Reliability value  $\geq 0.7$  (Hair et al., 2019) and Cronbach's

Alpha  $\geq 0.7$  then the reliability of the model can be said to be ideal and able to show a high level of consistency between indicators in one construct. If the Composite Reliability value is  $> 0.6$  but Cronbach's Alpha  $< 0.7$  then the model can still be accepted with additional considerations (Hair et al., 2019).

## 2. Inner Model

After the research instrument is confirmed to be valid and reliable, the next step is to test the relationship between latent variables in the structural model. The evaluation of the inner model includes:

### a. Coefficient of Determination (R<sup>2</sup>)

The coefficient of determination measures how much the independent variable can explain the dependent variable. With the interpretation according to (Ghozali & Latan, 2015)  $R^2 \geq 0.67$  strong predictive power, meaning the independent variable explains most of the dependent variable.  $0.33 \leq R^2 < 0.67$  moderate predictive power, meaning the predictive power is quite capable of explaining the dependent variable.  $0.19 \leq R^2 < 0.33$  weak predictive power, meaning only a small amount of the variability of the dependent variable can be explained by the dependent variable, and  $R^2 < 0.19$  very weak predictive power, meaning the independent variable can hardly influence the dependent variable.

### b. Hypothesis Testing

This stage is conducted to test whether the relationship between latent variables is statistically significant. The reference used at this stage is T-statistic  $\geq 1.96$  indicates a significant relationship, and P-value  $\leq 0.05$  indicates that the hypothesis can be accepted.

### c. Predictive Relevance (Q<sup>2</sup>)

$Q^2 > 0$  indicates the model has good predictive power. (Hair et al., 2019).

## Data Source

This study uses data primary data obtained from questionnaires and secondary data obtained from academic books, previous research, and company annual reports. According to (Sugiyono, 2019), Primary data is data obtained directly from research subjects through methods such as interviews, observations, or questionnaires. While (Sekaran & Bougie, 2016) argues that primary data is data collected directly from respondents to answer the research questions posed. Secondary data is data collected from existing sources, such as reports, journals, or previous research. (Cooper & Schindler, 2014). According to (Indriantoro & Supomo, 2018), secondary data is data that has been collected by other parties and can be reused for research purposes.

## Data analysis

Data analysis in this study was conducted using the Partial Least Squares Structural Equation Modeling (PLS-SEM) method with SmartPLS 4.0 software. PLS-SEM was chosen because of its ability to process data with a relatively small number of samples, handle models with many indicators, and does not require data normality (Ghozali & Latan, 2015; Hair et al., 2019).

**RESULTS AND DISCUSSION**

**Convergent Validity**

**Table 1.**  
**Convergent Validity**

X1.1	0.831		
X1.2	0.800		
X1.3	0.870		
X1.4	0.836		
X1.5	0.775		
X1.6	0.841		
X2.1		0.788	
X2.2		0.774	
X2.3		0.772	
X2.4		0.810	
X2.5		0.761	
X2.6		0.850	
X2.7		0.716	
X2.8		0.767	
Y1			0.754
Y2			0.821
Y3			0.749
Y4			0.819
Y5			0.788
Y6			0.803
Y7			0.833
Y8			0.799
Y9			0.793
Y10			0.754
Y11			0.785

From the table, the loading factor value exceeds 0.7, which means that the tested constructs are correlated with each other and are able to measure the same concept so that they can be said to be valid.

**Table 2.**  
**Average Variance Extracted (AVE)**

	Average Variance Extracted (AVE)
Organizational Support	0.683
Work Environment	0.609
Employee Performance	0.635

Based on the results of the analysis using Smart PLS, the Average Variance Extracted (AVE) value for each variable has met the convergent validity criteria. The organizational support variable has an AVE value of 0.683, the work environment is 0.609, and the performance is 0.635. In this study, all variables have an AVE above 0.5, so it can be

concluded that the indicators used are able to explain their respective latent variables well. Thus, this data is suitable for further analysis in the Smart PLS structural model.

**Discriminant Validity**

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

	Organizational Support	Work Environment	Performance
Organizational Support	0.826		
Work Environment	0.639	0.781	
Performance	0.743	0.752	0.797

Based on the Fornell-Larcker criteria, discriminant validity is considered fulfilled if the square root value is greater than the correlation between variables. From the analysis results, all variables have a higher AVE square root value than their correlation with other variables. Thus, it can be concluded that discriminant validity in this study has been fulfilled. This means that each variable in the model has a clear difference and there is no overlap in construct measurement. This model is valid and can be used for further analysis in Smart PLS.

**Composite Reliability**

**Table 4.**  
**Composite Reliability**

	Cronbach's Alpha	rho_A	Composite Reliability
Organizational Support	0.907	0.919	0.928
Work Environment	0.908	0.911	0.926
Employee Performance	0.942	0.944	0.950

The Organizational Support variable has a Cronbach's Alpha of 0.907 and a Composite Reliability of 0.928. This shows that the indicators in the variable have high consistency, so they can be trusted in measuring the construct of organizational support. The Work Environment variable has a Cronbach's Alpha of 0.908 and a Composite Reliability of 0.926. With these values, it can be concluded that the variable has good stability and reliability, so that its indicators are able to measure the work environment accurately. The Performance variable has a Cronbach's Alpha of 0.942 and a Composite Reliability of 0.950, which is the highest value among the three variables. This shows that the performance variable has very strong reliability, so that its indicators are very stable in measuring the concept of performance. From these results, it can be concluded that all variables meet the reliability criteria, both based on Cronbach's Alpha and Composite Reliability. This means that the indicators in each variable can measure the concept to be measured consistently and accurately, so that this research model is feasible to be used in further analysis.

**Coefficient of Determination (R2)**

**Table 5.**  
**Coefficient of Determination**

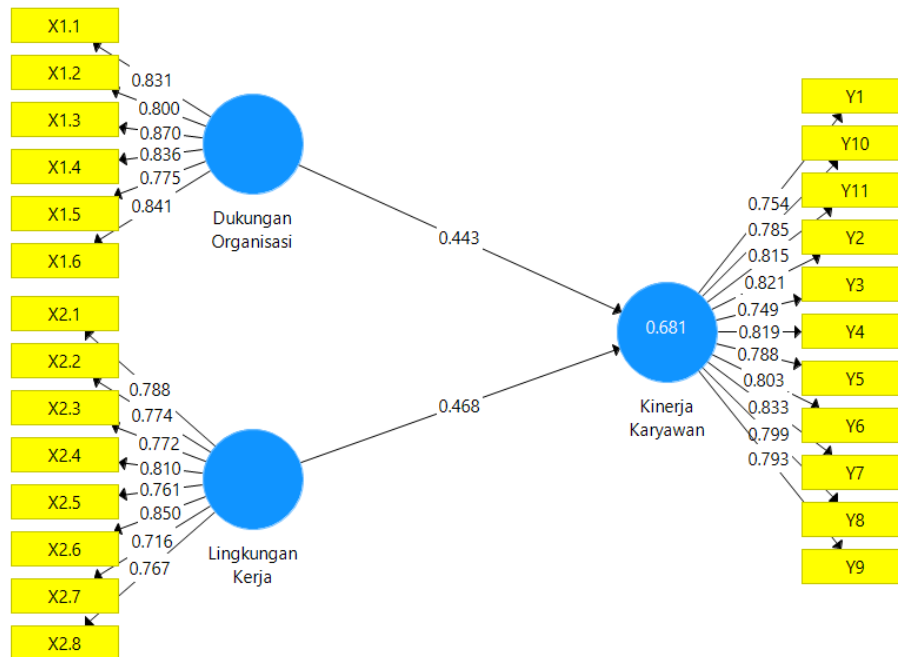
	R Square	R Square Adjusted
Employee Performance	0.681	0.677

Based on the results of the analysis using Smart PLS, the R-Square value was obtained for the Performance variable (Y). This value indicates that the Organizational Support (X1) and Work Environment (X2) variables together are able to explain 68.1% of the variability in the Performance variable (Y). In other words, organizational support and work environment factors have a significant contribution in influencing individual performance in this study. Meanwhile, 31.9% of the variability in Performance (Y) is still influenced by other factors that are not included in this research model, such as work motivation, organizational culture, leadership, or other individual factors that may also have an influence on performance.

In addition, the Adjusted R-Square value of 0.677 was also obtained in this model. Adjusted R-Square is an adjusted version of R-Square, which considers the number of independent variables in the model. This value is more accurate in measuring the predictive power of the model because it corrects for possible bias due to the number of independent variables used. With an Adjusted R-Square value of 0.677, it can be said that even though there is a slight adjustment compared to the original R-Square, the model still has strong and consistent predictive ability.

The quantitative model in SEM-PLS analysis can be seen in the image below:

**Figure 2.**  
**Output Path Analysis**



**Hypothesis Testing**

**Table 6.**  
**Hypothesis Testing**

Variables	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
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H1	Organizational Support -> Employee Performance	0.443	0.445	0.105	4.210	0.000
H2	Organizational Support -> Employee Performance	0.468	0.471	0.106	4.416	0.000
H3	Organizational Support and Work Environment -> Employee Performance	0.681				

Based on the table above, organizational support has a direct influence on employee performance of 44.3%, while the work environment variable has a direct influence on performance of 46.8%. Partial T Statistic analysis shows that the calculated T value is greater than the T table value (1.966), this indicates that both organizational support and the work environment individually have a significant effect on employee performance. The influence of organizational support and the work environment simultaneously has a significant effect on employee performance reaching 68.1% which indicates that both independent variables together contribute to improving employee performance.

**Predictive Relevance**

**Table 7.**  
**Predictive Relevance**

	SSO	SSE	Q2(=1-SSE/SSO)
Organizational Support	1584,000	910,642	
Work Environment	864,000	864,000	
Employee Performance	1152,000	1152,000	0.425

The results of the analysis show that the Q<sup>2</sup> value is 0.425. This value represents the predictive relevance in the Structural Equation Modeling-Partial Least Squares (SEM-PLS) model and indicates the extent to which the independent variables in the model are able to predict the dependent variable. Because the Q<sup>2</sup> value of 0.425 is above 0.35, this model has strong predictive relevance. This shows that the independent variables in the model have a high contribution in explaining the variation of the dependent variable. In other words, the model developed is not only exploratory but also has good ability in predicting the dependent variable.

The results of this study reveal that organizational support has a positive and significant influence on employee performance at National Transportation Companies. The T-table value of the relationship between organizational support and employee performance is 4.265, which is greater than 1.96, and the p-value is 0.000, which is less than 0.05, indicating a significant result. This shows that the relationship between organizational support and employee performance is not a coincidence, but has a strong statistical basis. This means that the higher the organizational support, the greater the likelihood of improving employee performance. This shows that the better the organizational support provided by the company, the higher the employee performance. The data shows that employees who feel they get attention from their leaders, have the opportunity to attend training, seminars, and job promotions, tend to have higher motivation in their work. With a clear career path and adequate supporting facilities, employees feel appreciated and more enthusiastic about improving the quality of their work.

This finding is in line with research conducted by (Satria Efandi & Ruqaya Annisa Nurul Haq, 2024), which shows that organizational support in the form of training, promotion opportunities, mentoring, and performance recognition have a significant influence on increasing employee motivation and commitment. When companies pay more attention to employee development and well-being, such as through ongoing training programs, career guidance, and health and welfare benefits, they will feel more appreciated and receive sufficient support to develop. This condition has a positive impact on employee loyalty and engagement in work, which ultimately increases productivity and work effectiveness.

Other research by (Haropis & Zamralita, 2024) as well as (Rosid et al., 2024) also emphasized that organizational support has a significant role in improving employee performance. Employees who get the opportunity to develop their skills and receive support from the company tend to be more motivated and contribute more optimally to their work. Therefore, organizational support is a key element in strengthening the quality of human resources in the company. Through training programs, career development, and adequate facilities, organizational support can create positive changes, help employees face future professional challenges, and increase their capacity to carry out greater responsibilities (Chaidir et al., 2023).

Partially, the results of this study also show that the work environment has a positive and significant influence on employee performance, with a T-table value of 4.351 which is greater than 1.96 and a p-value of 0.000, which is smaller than 0.05, indicating that this result is significant. A conducive work environment plays an important role in helping employees carry out their work optimally, such as through the provision of supporting facilities, harmonious working relationships, and policies that ensure employee welfare. With a good work environment, employees can work more comfortably, have higher motivation, and feel more involved in achieving company goals. Organizations that create safe working conditions, support open communication, and encourage collaboration between employees can increase job satisfaction. Forms of a good work environment can be in the form of a comfortable workspace, flexible work policies, and support from superiors and coworkers. When employees feel comfortable and appreciated in their work environment, their motivation to improve performance will be higher.

Thus, the better the work environment created by the company, the more effective the improvement of employee performance. This is supported by research conducted by (Ariyanti & Susilo Wardani, 2024), which states that a positive work environment can significantly increase employee loyalty and productivity. The results of this study are also supported by research conducted by (Muhammad Basri et al., 2024), which states that the work environment plays an important role in improving employee performance through aspects such as physical comfort, good working relationships, and supportive welfare policies. This study is in line with findings from (Saryatmo & Mohammad Agung, 2022), which highlights that in addition to the physical conditions of the workspace, psychological factors such as a positive work culture also contribute to improving employee performance. However, this is different from research by (Suprpto et al., 2023) This study, which emphasizes compensation as the main factor, focuses more on work environment factors in increasing employee motivation and productivity. Forms of a good work environment can include a comfortable workspace, flexible work policies, and harmonious working relationships between superiors and subordinates. Employees who feel comfortable and

supported in their work environment tend to have a high level of loyalty and are more motivated to give their best performance. Research by (Ovais Vohra & Benhur Aktürk, 2022) also shows that a positive work environment can increase job satisfaction, strengthen employee commitment, and reduce turnover rates in the company.

Organizational support and work environment play an important role in improving employee performance. National Transportation Companies can implement the results of this study by improving training programs, providing clearer promotion opportunities, and creating a more supportive work environment. In addition, the company can develop a more comprehensive employee welfare policy to increase their loyalty and productivity. Through training, promotion opportunities, and mentoring, the company can help employees develop skills and increase their work motivation. In addition, other forms of support, such as attention from leaders and the provision of adequate facilities, create a comfortable work environment and increase employee job satisfaction. When organizational support and work environment are provided consistently, employees will be more productive, loyal, and able to provide optimal contributions to achieving company goals. Research conducted by (Ayu Indah Fitriana & Muslim, 2024) shows that the combination of strong organizational support and a conducive work environment can significantly improve employee performance by strengthening work engagement and sense of belonging to the company.

## CONCLUSION

This study reveals that organizational support and work environment have a significant role in improving employee performance at National Transportation Companies. The results of the study indicate that organizational support in the form of training, job promotion, and employee welfare, contribute to increasing work motivation and productivity. In addition, a conducive work environment, both in terms of physical and psychological aspects, also plays a role in creating a comfortable work atmosphere and supporting optimal employee performance.

Employees who receive support from the organization and work in a good environment tend to be more loyal to the company and show higher levels of productivity. Factors such as adequate work facilities, harmonious work relationships, and fair and flexible policies play a role in increasing employee job satisfaction and engagement in achieving company goals.

Therefore, National Transportation Companies needs to continue to develop strategies that focus on improving organizational support and better management of the work environment. Steps such as improving training programs, more comprehensive welfare policies, and creating a positive work culture can be key factors in improving employee performance sustainably. By implementing this policy, the company can achieve more optimal work effectiveness and maintain its competitive advantage.

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