

A Mediation Model of Job Satisfaction in the Relationship Between Organizational Support and Interpersonal Communication Toward Employee Performance

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ABSTRACT

This study aims to analyze the influence of organizational support and interpersonal communication on employee performance, both directly and through job satisfaction as a mediating variable, among employees of the General Affairs Division of the Regional Secretariat of Jombang Regency. This research employs a quantitative approach with a census method, where the entire population of 149 employees was used as the sample. The data analysis technique applied is Partial Least Squares (PLS). The results indicate that organizational support has a significant effect on employee performance. Interpersonal communication also has a significant influence on employee performance. Furthermore, job satisfaction positively affects performance and serves as a mediating factor in the relationship between organizational support and interpersonal communication with employee performance. These findings emphasize the importance of organizational support and effective interpersonal communication in creating a satisfying work environment that contributes to improved employee performance.

INTRODUCTION

Employee performance is a key indicator of institutional success in the local government bureaucracy, as it directly influences task effectiveness and the improvement of public service quality. Understanding the factors that affect performance, such as organizational support and interpersonal communication, is a strategic step in strengthening human resources. These two factors not only have a direct impact but also affect performance indirectly through job satisfaction as a mediating variable. Mangkunegara, as cited in Siregar & Pasaribu (2022), explains that performance refers to the output of employees in terms of quality and quantity according to their responsibilities. Similarly, Mathis and Jackson, in Rahmawati & Zulaifah (2022), state that performance reflects employees' contributions toward achieving organizational goals. Wibowo emphasizes that performance should be seen not only from the final outcomes but also from work processes such as skills, enthusiasm, and work interactions. Hasibuan, as cited in Febriantoro & Juariyah (2020), adds that employees with good performance will enhance the productivity and effectiveness of achieving organizational targets. Thus, improving employee performance becomes a fundamental element in reinforcing governmental institutions.

Organizational support refers to employees' perceptions of how much the organization values their contributions and cares about their well-being. Metria and Riana (2020) argue that organizations should treat employees respectfully, provide recognition and rewards, and create opportunities for growth. When this support is perceived as inadequate or unfair, employees tend to lose motivation, feel neglected, and may even experience work-related stress. Research by Hamida et al. (2020) and Umamy et al. (2021) found that perceptions of organizational support significantly affect employee performance. These findings highlight the importance of managerial roles and institutional policies in creating a supportive and inclusive work environment.

Interpersonal communication plays a crucial role in maintaining work synergy among employees and between supervisors and subordinates. Effective communication fosters coordination, collaboration, and problem-solving, while poor communication can hinder task execution, trigger conflicts, and lower productivity. Kosasih (2024) emphasizes that the quality of interpersonal communication greatly influences performance, as it reflects harmonious working relationships. However, both interpersonal communication and organizational support do not always impact performance directly; rather, their influence often operates through job satisfaction as a mediating variable. According to Afandi (2021), job satisfaction reflects an individual's attitude toward their job and work environment, including workload, compensation, and social relations. Satisfied employees tend to be more loyal and motivated, whereas dissatisfaction can lead to psychological stress and reduced motivation (Siregar & Pasaribu, 2022). In this context, it is essential to examine how organizational support, interpersonal communication, and job satisfaction interact to influence employee performance, particularly within the General Affairs Division of the Regional Secretariat of Jombang Regency—a unit responsible for administrative and internal service functions in local government.

The complexity of its tasks demands high performance and solid coordination, which are significantly influenced by these three factors.

However, the reality at the research site indicates that creating a conducive work environment remains a challenge in many government institutions, including the General Affairs Division of the Jombang Regency Secretariat. Some employees feel that they have not received optimal support from the organization, whether in terms of work facilities, role clarity, or opportunities for personal development. Moreover, the communication pattern, which tends to be formal and hierarchical, often hampers smooth coordination, resulting in low job satisfaction among employees. This situation also affects both individual and collective performance within the division. Performance data from 2022 to 2024 shows a decline in several key indicators. For example, the financial administration score dropped from 94.5% to 89% due to reduced employee responsibility, while asset administration decreased from 87% to 80% due to a lack of support systems. Similar declines were observed in personnel administration, general administration, and housekeeping services, each decreasing by approximately 3–4%. Although asset maintenance temporarily improved in 2023, it dropped again in 2024. These conditions suggest internal issues, such as inadequate organizational support, weak coordination, and declining morale, all of which adversely affect performance effectiveness. Therefore, an in-depth study is necessary to examine the impact of organizational support and interpersonal communication on performance, considering job satisfaction as a mediating variable.

Employees face limitations in asset management due to suboptimal organizational support systems in terms of policies, logistics, and supervision. The decline in performance realization over the years indicates that weakening organizational support negatively affects productivity and task execution efficiency. Interpersonal communication serves as a key factor in ensuring smooth coordination, information sharing, and working relationships among employees. This is evident from the decline in the “General Administration of Regional Apparatus” indicator, which dropped from 88.85% in 2022 to 83% in 2024, suggesting obstacles such as miscommunication, lack of collaboration, and insufficient information transparency that affect operational performance. Ineffective communication hinders administrative collaboration, thereby reducing overall unit performance.

Employee job satisfaction is reflected in their enthusiasm, comfort, and sense of appreciation in the workplace. The declining indicators for “Housekeeping Facilitation” and “Support Service Provision” indicate reduced facility support that affects employee well-being. When employees feel that facilities and the work environment are inadequate, job satisfaction declines, which in turn affects motivation, loyalty, and performance consistency in various service functions. Although some indicators, such as “Financial Administration” and “Personnel Administration,” remain above 90%, the downward trend since 2022 shows a systemic decline in task execution effectiveness. This condition is likely related to reduced organizational support, disrupted internal communication, and diminished employee job satisfaction.

This situation is also closely linked to the principles of public accountability, such as transparency and responsibility, which are foundational to good governance. When organizational support, interpersonal communication, and job satisfaction are not managed properly, transparency and accountability may be compromised, thus undermining public trust in government institutions. Building public trust is essential, as trust is earned not only through performance outcomes but also through transparent and accountable processes. Job satisfaction serves as a mediating variable that explains how organizational support and interpersonal communication influence employee performance. Leaders with strong communication skills can foster a positive work environment, provide constructive feedback, and clearly communicate goals and expectations, thereby making employees feel valued and supported.

The research gap in this study arises from inconsistent findings regarding the influence of interpersonal communication and organizational support on job satisfaction and employee performance. Kosasih (2024) found that interpersonal communication has a significant positive effect on job satisfaction by creating a harmonious work atmosphere. Similarly, Suci (2023) and Hilmawan (2022) reported that good communication enhances productivity and team collaboration. However, Ramadanis et al. (2023) revealed different results, indicating that interpersonal communication had no significant impact on performance, suggesting the presence of other influencing factors, such as motivation or organizational culture.

There are also inconsistencies in research findings regarding the influence of organizational support on performance. Studies by Hamida et al. (2020), Frianto (2022), and Marbun (2022) showed significant influence, while Ariyanti & Rijanti (2022) reported the opposite. These inconsistencies indicate the need for further investigation, especially by considering contextual factors such as employee characteristics and the type of organization. Therefore, this study is crucial to explore the effect of organizational support and interpersonal communication on performance, with job satisfaction as a mediating variable, within the local government setting.

LITERATURE REVIEW

Organizational Support

Organizational Support or Perceived Organizational Support (POS) refers to employees' perceptions of the extent to which the organization values their contributions and cares about their well-being, including both physical and psychological support such as recognition, security, and fairness (Eisenberger et al.; Mufarrikhah et al., 2020). These perceptions are formed through daily experiences that demonstrate the organization's appreciation of employee efforts, for instance, through training, career development, open communication, and fair reward systems (Rahmayani & Wikaningrum, 2022; Yunita, 2021). Organizational support builds employee trust in the organization's good intentions, thereby encouraging optimal performance and job satisfaction (Maryati, 2019; Danish et al., 2020). This perception includes the belief that the organization cares, values their contributions, and is ready to provide assistance when needed, shaped through consistent interaction and fair treatment (Erdogan

& Enders, 2007). Such support also positively affects employees' mental health and well-being by fulfilling basic psychological needs and creating a conducive work environment (Nilsson et al., 2024).

Eisenberger & Rhoades (2002) classify organizational support into three dimensions: fairness, supervisor support, and recognition. It enhances employee engagement and intrinsic motivation, which in turn promotes commitment and discretionary effort for the organization (Labrague et al., 2020; Li et al., 2022). In addition to improving performance, organizational support reduces negative behaviors and strengthens employee loyalty, thereby decreasing turnover intentions (Côté et al., 2020; Cahayu & Rahyuda, 2019; Purwono et al., 2023). A study by Sukistianingsih et al. (2023) also found that organizational support increases employees' retention intentions, resulting in a productive, loyal, and emotionally engaged workforce. Therefore, implementing organizational support is crucial for building a positive and sustainable work culture across sectors.

Interpersonal Communication

Interpersonal communication is the process of direct interaction between two or more individuals intended to convey messages or information clearly, efficiently, and appropriately to create mutual understanding and prevent misunderstandings (Syamsudin & Firmansyah, 2016). As a basic need in human social relationships, this communication goes beyond mere information exchange—it also fosters emotional bonds and mutual trust, which are essential in the workplace. Through verbal and non-verbal communication in face-to-face interactions, employees and leaders can exchange ideas, emotions, and feedback directly, thereby strengthening work relationships and team collaboration (Riinawati, 2019; Asri, 2019; Poerwanto & Sukirno, 2016).

Effective interpersonal communication enables employees to feel appreciated and heard, which contributes to increased job satisfaction and motivation. Ultimately, this leads to improved individual and organizational performance. Studies also show that interpersonal communication serves as a vital bridge linking leadership to employee performance through job satisfaction, as effective communication enhances emotional support and constructive feedback (Mulyati, 2023; Gandung, 2021). Therefore, interpersonal communication is a crucial element in creating a harmonious and productive work environment.

Job Satisfaction

Sutrisno (2019) defines job satisfaction as an attitude shaped by various factors, including the work environment and compensation. In this perspective, job satisfaction is not limited to financial rewards but also includes non-material aspects such as recognition, career development opportunities, and work-life balance. Wibowo (2016) adds that individuals work with the hope of gaining satisfaction from their jobs, and the level of satisfaction significantly impacts productivity.

Job satisfaction is a complex phenomenon influenced by internal and external factors, playing a crucial role in fostering a motivational environment

and the sustainable achievement of organizational goals. As an integral part of human resource management, job satisfaction significantly affects productivity, retention, and the quality of the work environment, while also building employee loyalty and long-term commitment (Sutrisno, 2016). It involves not only material factors such as salary, but also psychological aspects like appreciation, recognition, and positive interpersonal relationships (Mangkunegara, 2017). Robbins (2022) notes that job satisfaction reflects an employee's attitude based on the comparison between expectations and job reality – discrepancies may reduce motivation and productivity, while high satisfaction fosters emotional engagement and better performance. Hence, organizations must foster an inclusive work culture, provide career development opportunities, and practice supportive leadership to maintain job satisfaction, which in turn enhances long-term organizational success and competitiveness.

Employee Performance

Employee performance is one of the most critical aspects in evaluating an organization's success. According to Robbins & Judge (2019), performance is defined as the level of achievement an individual attains in completing tasks within a certain period, assessed against predefined standards or targets. Thus, performance involves not only the outcomes but also the efficiency and effectiveness of task execution. Strategic management plays a vital role in building a strong foundation for enhancing employee performance through thorough planning, continuous training, objective evaluation systems, and the establishment of relevant, measurable performance indicators (Harahap et al., 2021).

Internal factors such as ability, experience, and individual dedication greatly influence performance levels, as highlighted by Hidayat et al. (2023). Mulyati (2023) also emphasizes the importance of fair and agreed-upon performance evaluation criteria to ensure transparent and equitable assessments. This helps employees clearly understand their roles and responsibilities and align their actions with organizational values and ethics. Aswin et al. (2019) further state that performance reflects how well an employee completes their job in accordance with set standards, including discipline and accountability. Meanwhile, Rivai (2015) views performance as the overall effectiveness of an organization in utilizing its resources to achieve its objectives. Bangun (2012) suggests that employee performance results from a combination of individual competencies and efforts made to fulfill job requirements. Therefore, performance evaluations must be comprehensive, integrating both quantitative and qualitative aspects to measure employee contributions holistically.

The Relationship between Interpersonal Communication and Employee Performance

Interpersonal communication plays a significant role in creating effective and productive working relationships within an organization. High-quality communication enables individuals to collaborate more efficiently and develop a clear understanding between the sender and receiver, ensuring that messages are interpreted as intended (Dewi et al., 2023). Numerous studies have shown

that interpersonal communication significantly enhances employee performance. This is supported by findings from Dewi et al. (2023), Usmeila (2023), and Tampubolon & Safaria (2021), which confirm that effective communication drives productivity and employee motivation.

However, studies such as Mahfud & Sadana (2023) have found that interpersonal communication does not significantly influence performance, indicating that other factors may also contribute to individual work outcomes. Thus, while interpersonal communication is generally important, understanding the organizational context and other supporting factors is necessary to fully optimize its impact on employee performance.

Hypothesis H1: Interpersonal Communication has a positive influence on Employee Performance.

The Relationship between Organizational Support and Employee Performance

The relationship between organizational support and employee performance is critical within the context of effective leadership. Organizational support, particularly through a transformational leadership style, emphasizes not only the achievement of organizational goals but also the development and empowerment of employees to realize their full potential. Leaders who provide such support can inspire and motivate employees, creating a positive and challenging work environment that significantly enhances individual and team performance.

Several studies support this notion. Stashevsky and Meni (2016) state that transformational leaders are capable of unlocking employee potential and driving higher performance outcomes. Balthazard et al. (2019) add that this leadership style also improves team decision-making processes, positively impacting productivity and efficiency. Vadeveloo et al. (2019) highlight the importance of effective leader communication in enhancing performance, and Amri and Raharja (2016) emphasize that leaders' support and understanding of employee needs play a vital role in boosting performance.

Hypothesis H2: Organizational Support has a positive influence on Employee Performance.

The Effect of Job Satisfaction on Employee Performance

The relationship between job satisfaction and employee performance is a widely discussed topic in organizational research. Job satisfaction reflects employees' emotional responses to their work and influences their attitudes and motivation in fulfilling tasks. Satisfied employees tend to demonstrate positive behavior and high commitment, resulting in improved performance, whereas dissatisfaction can reduce productivity.

Several studies confirm this positive relationship. Bangun (2019) states that job satisfaction significantly enhances employee motivation and productivity. Paparang et al. (2021) found that employees with high job satisfaction perform better due to increased engagement and commitment. Additionally, Amri and Rahardja (2016) assert that job satisfaction supported by a good work environment and management leads to optimal performance in terms of both quality and quantity.

Hypothesis H3: Job Satisfaction positively influences Employee Performance.

The Effect of Interpersonal Communication on Employee Performance through Job Satisfaction

The effect of interpersonal communication on employee performance through job satisfaction is a crucial aspect of understanding complex workplace dynamics that enhance both productivity and employee well-being. Effective interpersonal communication serves as a key medium for the exchange of information, ideas, and emotions among individuals, facilitating better understanding and harmonious working relationships. When communication is smooth, employees feel valued and understood, which contributes to higher job satisfaction.

This increased job satisfaction, resulting from strong interpersonal communication, positively impacts performance. In such situations, feedback and ideas from various parties are more readily accepted and integrated, making employees feel that their contributions are acknowledged and relevant to organizational goals. As a result, employees who are satisfied with their work environment tend to be more productive and committed to organizational success. Nurwati (2021) supports this finding, showing that effective interpersonal communication positively affects job satisfaction, which in turn enhances employee performance. Good communication between employees and managers, as well as among peers, strengthens professional bonds and emotional engagement. With good communication, employees feel more appreciated, understand their roles more clearly, and feel more connected to organizational goals, thereby directly boosting satisfaction and performance.

Hypothesis H4: Interpersonal Communication positively influences Employee Performance through Job Satisfaction.

The Effect of Organizational Support on Employee Performance through Job Satisfaction

Organizational support, characterized by inclusive and empowering leadership, significantly influences employee performance, especially when job satisfaction acts as a mediating variable. Leaders who can motivate, foster an energetic and collaborative work atmosphere, and provide appreciation and attention to employees enhance job satisfaction. This satisfaction, in turn, becomes a key driver of optimal performance and strong task commitment.

Nurwati (2019) also emphasizes the importance of effective interpersonal communication in boosting job satisfaction, highlighting how good relationships between employees and managers or peers foster mutual understanding and emotional engagement in work. Smooth communication helps employees feel valued and better understand their roles, thus improving motivation and performance.

Hypothesis H5: Organizational Support positively influences Employee Performance through Job Satisfaction.

Perceptual Map

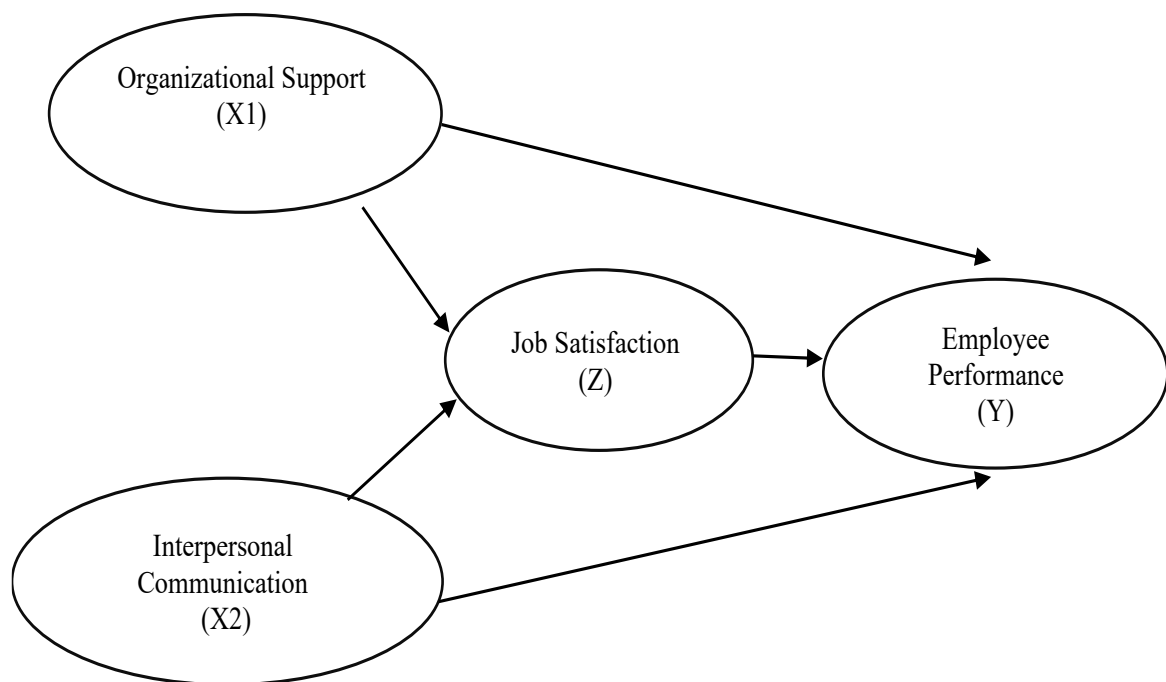


Figure 1. Perceptual Map

METHODOLOGY

This study employs an explanatory research approach to explain the relationships among interpersonal communication, organizational support, and employee performance. The focus is on how effective communication and organizational support influence performance, as well as the role of job satisfaction as a mediating variable that strengthens the relationships among these factors in achieving organizational goals.

The study assesses employee performance by considering organizational support, interpersonal communication, and job satisfaction. Organizational support reflects the care and appreciation shown to employees, interpersonal communication relates to effective interactions and information exchange among employees, while job satisfaction represents the sense of fulfillment and motivation employees experience in carrying out their duties. Employee performance is measured based on work outcomes, including quality, quantity, responsibility, cooperation, and initiative in achieving organizational objectives.

The population refers to the entire group of subjects with specific characteristics that are the focus of the study (Sugiyono, 2016). In this research, the population consists of all 149 employees in the General Affairs Division of the Regional Secretariat of Jombang Regency. A sample is a subset of the population that represents its characteristics (Sugiyono, 2016). This study uses total sampling or census, involving all 149 employees, as the population is relatively small and easily accessible.

The data analysis method used is Partial Least Squares (PLS), a statistical technique effective for testing relationships among variables in models with limited sample sizes. PLS examines the relationships between latent variables and their indicators (measurement model), as well as the relationships among

latent variables (structural model). One advantage of PLS is its ability to handle non-normal data, small samples, and complex models. In this study, PLS is used to analyze the influence of interpersonal communication and organizational support on employee performance, with job satisfaction as a mediating variable. According to Ghazali (2021), PLS analysis consists of two main stages:

1. Outer Model Analysis: Assesses the validity and reliability of indicators, including convergent validity (correlation among indicators within a construct) and discriminant validity (distinction between constructs).
2. Inner Model Analysis: Evaluates the structural relationships among latent variables, specifically the influence of independent variables on the dependent variable and the mediating role of job satisfaction.

Hypothesis testing is conducted using t-statistics and p-values. A hypothesis is accepted if the t-statistic > 1.96 and the p-value < 0.05 , indicating a significant relationship between variables (Ghozali, 2021).

RESEARCH RESULT

The demographic characteristics of the respondents are summarized in the following table:

Table 1. Respondent Characteristics

Profile	Total	Percentage (%)
Age		
21-30 years	26	17
31-40 years	63	42
41-50 years	48	32
> 50 years	12	9
Gender		
Man	86	57.72
Woman	63	42.28
Education		
D3	32	21
S1	91	61
S2	26	18

Model Analysis Using PLS-SEM

Deep model analysis study This use PLS-SEM method with two stage main : evaluation of measurement models reflective and evaluation of structural

models . Evaluation of measurement models reflective test validity and reliability indicator For see how much Good variables latent explain the indicators , with Focus on convergent validity, discriminant validity, and composite reliability. Evaluation of the structural model aim test hypothesis research . In the evaluation measurement reflective , relationship between variables and indicators assessed through outer loadings, composite reliability, and Average Variance Extracted (AVE), with limit The minimum validity of the loading factor is 0.5. The results of the outer loadings are presented in the path diagram (Inner Model) in figure 2.

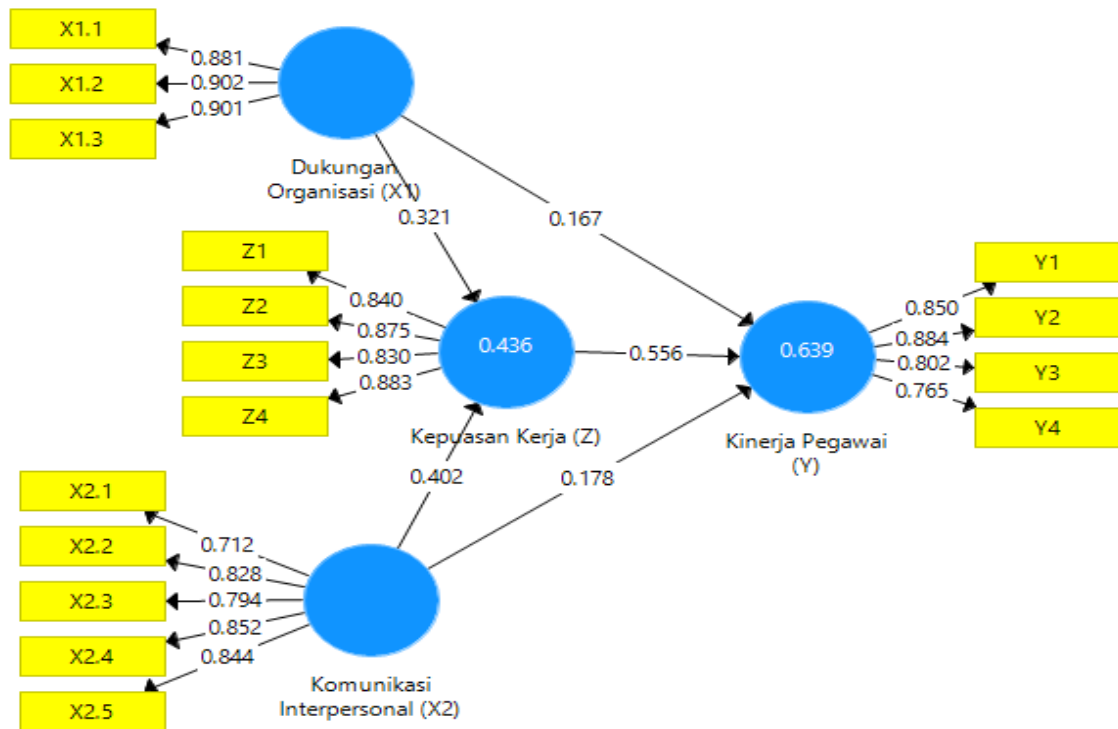


Figure 2. Output path diagram (Inner Model)

Figure 2 shows the magnitude of each loading factor indicators that measure construct . All valid indicator because has a loading factor ≥ 0.50 . With fulfillment of the outer loading validity test , measurement model Ready For tested more Continued. Complete outer loading results are also presented in Table 2.

Table 2. Outer Loading

	Support Organization (X1)	Satisfaction Work (Z)	Performance Employee (Y)	Communication (X2)
X1.1<- Support Organization	0.881			
X1.2<- Support Organization	0.902			

X1.3<- Support Organization	0.901			
X2.1 <- Interpersonal Communication				0.712
X2.2 <- Interpersonal Communication				0.828
X2.3 <- Interpersonal Communication				0.794
X2.4 <- Interpersonal Communication				0.852
X2.5 <- Interpersonal Communication				0.844
Y1 <- Performance Employee			0.850	
Y2 <- Performance Employee			0.884	
Y3 <- Performance Employee			0.802	
Y4 <- Performance Employee			0.765	
Z1 <- Satisfaction Work		0.840		
Z2 <- Satisfaction Work		0.875		
Z3 <- Satisfaction Work		0.830		
Z4 <- Satisfaction Work		0.883		

Source : smart-PLS output (2025).

After testing Convergent Validity, reliability tested For ensure consistency indicator instrument. Reliability measured with Composite Reliability, Cronbach's Alpha, and AVE. Composite Reliability and Cronbach's Alpha values above 0.6 indicate construct reliable . Test results reliability from SmartPLS presented in Table 3.

Table 3. Composite reliability and Cronbach Alpha test

	Cronbach's Alpha	Composite Reliability
Support Organization (X1)	0.876	0.923

Communication (X2)	0.866	0.903
Satisfaction Work (Z)	0.880	0.917
Performance Employee (Y)	0.844	0.896

Source : smart-PLS output (2025).

Table 3 shows that all over construct reliable with composite reliability and Cronbach Alpha values above 0.7. In addition that , testing using Average Variance Extracted (AVE) was also carried out For measure variance construct from the indicators , with minimum recommended value of 0.50. The AVE results are listed in table 4.

Table 4. Average Variance Extracted (AVE) Value

	Average Variance Extracted (AVE)
Support Organization (X1)	0.801
Communication (X2)	0.653
Satisfaction Work (Z)	0.735
Performance Employee (Y)	0.683

Source : smart-PLS output (2025).

From table 4 the test results with AVE value shows that all over construct have potential validity For tested more continue . This is due to AVE value for all construct has more big from 0.50.

Structural Model Evaluation

Structural model evaluation aim test influence between construct , R Square value , and influence No direct between construct with using p-value for significance path and R Square for measure size influence variables independent to dependent .

a) Evaluation R Square value

The R Square value is used For explain how much big influence variables exogenous to endogenous variables . This value obtained from PLS Algorithm report in SmartPLS and presented in Table 5.

Table 5. R Square

	R Square
JOB SATISFACTION (Z)	0.436
EMPLOYEE PERFORMANCE (Y)	0.639

Source : smart-PLS output (2025)

Based on Table 5, the R Square value shows contribution variables exogenous in explain endogenous variables. The R Square value for Satisfaction Work (Z) is 0.436, meaning Support Organization and Interpersonal Communication explains 43.6% of the variation satisfaction work, while 56.4% were influenced factor others. For Performance Employee (Y), the R Square value of 0.639 indicates that Support Organization, Interpersonal Communication, and Satisfaction Work together explains 63.9% of the variation performance, with the remaining 36.1% is influenced factors outside the model. Figures This show ability predictive model is sufficient Good.

b) Evaluation significance connection path on hypothesis study

Evaluation significance track using p-value at the level significance of 5% ($\alpha=0.05$). If the p-value < 0.05, then hypothesis accepted (there is influence), while p-value > 0.05 means hypothesis rejected (no There is influence). Results of the evaluation of the structural model found in Table 6. SmartPLS Bootstrapping report.

Table 6. Path Coefficients T -Values, P-Values

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Information
Support Organization (X1) -> Performance Employee (Y)	0.167	1,979	0.048	Significant positive
Communication (X2) -> Performance Employee (Y)	0.178	2,127	0.034	Significant positive
Satisfaction Work (Z) -> Performance Employee (Y)	0.556	6,706	0,000	Significant positive

Source : smart-PLS output (2025)

Based on the results of the bootstrapping analysis in Table 6, all relationship paths between variables in this research model are significant at the 5% level (p-value < 0.05).

1. Organizational Support (X1) has a significant effect on Employee Performance (Y) with a p-value of 0.048 and a t-statistic of 1.979, indicating that the higher the organizational support, the higher the employee performance.
2. Interpersonal Communication (X2) also has a significant effect on Employee Performance (Y) with a p-value of 0.034 and a t-statistic of 2.127, indicating that good communication encourages increased performance.
3. Job Satisfaction (Z) has the strongest influence on Employee Performance (Y) with a p-value of 0.000 and a t-statistic of 6.706, meaning that high job satisfaction greatly contributes to increased performance.

Table 7. Specific Indirect Effects T -Values, P-Values

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Information
Support Organization (X1) -> Satisfaction Work (Z) -> Performance Employee (Y)	0.178	2,930	0.004	There is a (Significant) Influence positive)
Communication (X2) -> Satisfaction Work (Z) -> Performance Employee (Y)	0.224	3,522	0,000	There is an Influence (Significant positive)

Source : smart-PLS output (2025)

Based on the mediation analysis using the Bootstrapping method in SmartPLS, it can be concluded that:

1. Job satisfaction acts as a significant mediating variable in the influence of organizational support on employee performance (p-value = 0.004). This indicates that organizational support not only has a direct impact but also improves performance by increasing employee job satisfaction.
2. Job satisfaction also significantly mediates the effect of interpersonal communication on employee performance (p-value = 0.000). Good interpersonal communication creates a pleasant work environment and increases job satisfaction, which then has a positive impact on employee performance.

DISCUSSION

The Influence of Organizational Support on Employee Performance

The research findings reveal that organizational support has a significant influence on employee performance in the General Affairs Division of the Regional Secretariat of Jombang Regency. When employees feel attention, protection, and support from the organization, it encourages improved work quality. This support can take the form of adequate work facilities, supervisor concern for well-being, and recognition of employee contributions.

Employees who feel supported tend to feel valued and develop a strong sense of belonging to the organization. This sense of belonging fosters a moral and professional responsibility to deliver the best results. Thus, organizational support is not merely physical or instrumental—it also has emotional and psychological impacts, creating a positive relationship between employees and the organization. Furthermore, organizational support creates a conducive and collaborative work environment where employees assist and cooperate with one another. The provision of training, career development opportunities, and attention to work-life balance makes employees more motivated and loyal. The result is improved work effectiveness, achievement of targets, and higher service quality.

These findings align with the studies of Diah & Nugraheni (2021), Marbun & Jufrizen (2022), Siregar & Pasaribu (2022), and Ningrum & Agung (2021), which demonstrate that organizational support enhances job satisfaction and proactive employee behavior. Therefore, organizations must continuously strengthen their support strategies to improve both individual and organizational performance.

The Influence of Interpersonal Communication on Employee Performance

The study results show that interpersonal communication has a significant impact on employee performance in the General Affairs Division of the Regional Secretariat of Jombang Regency. Effective communication between employees and supervisors, as well as among coworkers, plays an essential role in conveying ideas, resolving problems, providing feedback, and fostering harmonious and productive teamwork. Clear, empathetic, open, and respectful communication is especially critical in government settings, where coordination and synergy across departments determine task success.

Smooth interpersonal communication reduces misunderstandings, clarifies task distribution, and enhances work efficiency. Conversely, poor communication can lead to conflict, reduce morale, and negatively affect overall performance. These findings are consistent with research by Kosasih (2024), Dewi et al. (2023), and Usmeila (2023), which affirm a positive relationship between interpersonal communication quality and employee motivation, productivity, and job satisfaction. However, Mahfud & Sadana (2023) found differing results, indicating that interpersonal communication does not always have a significant impact on performance—suggesting the influence of other factors such as organizational culture, hierarchy, individual competence, and leadership style.

The Influence of Organizational Support on Employee Performance through Job Satisfaction

The findings indicate that organizational support significantly influences employee performance, both directly and indirectly through job satisfaction as a mediating variable. Support in the form of attention, facilities, recognition, and personal development opportunities fosters employee satisfaction with their work, ultimately improving performance.

Employees who feel supported by the organization tend to feel appreciated and emotionally connected to their workplace. This condition creates a sense of

security, comfort, and motivation, which forms the foundation for job satisfaction. When job satisfaction is achieved, employees are more likely to exhibit productive, loyal, and disciplined work behavior. Job satisfaction plays a vital role in strengthening the impact of organizational support on performance. Without satisfaction, support may not have an optimal effect. Thus, it is essential for organizations to ensure that the support provided is genuinely perceived and meets employees' needs. Leadership also plays a key role, as organizational support is not limited to technical assistance but also involves open communication, transparency, and constructive feedback. Leaders who empower employees help build a collaborative and supportive work environment.

These findings are supported by studies from Bangun (2019), Paparang et al. (2021), and Amri & Rahardja (2016), which show that job satisfaction reinforces the link between organizational support and performance. Hence, human resource development strategies should focus on improving employee well-being and satisfaction to promote sustainable performance.

The Influence of Interpersonal Communication on Employee Performance through Job Satisfaction

The study reveals that interpersonal communication significantly affects employee performance, both directly and indirectly through job satisfaction as a mediating variable. Well-functioning communication—open, two-way, and respectful—creates a positive and supportive work environment, ultimately increasing job satisfaction. Employees who feel heard and appreciated tend to have higher job satisfaction, motivating them to work more efficiently, productively, and with greater commitment.

Interpersonal communication also facilitates coordination, strengthens teamwork, and reduces internal conflict. When information is conveyed clearly and workplace relationships are harmonious, employees feel more directed and integral to the organization. This fosters emotional bonds and a sense of belonging, which are key to building job satisfaction. Over time, this positively impacts both the quality and quantity of employee performance.

These findings are supported by Nurwati (2021), who stated that effective interpersonal communication enhances emotional engagement among employees, builds trust, and fosters a supportive work atmosphere—all of which improve job satisfaction and employee performance. Therefore, organizations should treat interpersonal communication as a strategic aspect of human resource management. Fostering a healthy and supportive communication culture will help create a productive and collaborative work environment, directly impacting employee performance.

CONCLUSIONS AND RECOMMENDATIONS

The findings of this study confirm that organizational support and interpersonal communication have a positive and significant impact on employee performance. Organizational support, manifested through adequate facilities, recognition, attention, and developmental opportunities, enhances

employees' sense of belonging and responsibility toward their work. Similarly, open and harmonious interpersonal communication fosters effective coordination, minimizes conflict, and creates a conducive working environment. Another key finding highlights that job satisfaction has the strongest influence on performance and acts as a mediating variable in the relationship between organizational support, interpersonal communication, and employee performance. In other words, when employees experience higher job satisfaction, organizational support and effective communication are more likely to translate into improved performance outcomes.

Based on these results, organizations are advised to continuously strengthen the support provided to employees, particularly in the form of adequate resources, role clarity, recognition programs, and opportunities for personal growth. At the same time, it is essential to build a healthy and two-way communication culture that allows employees to feel heard, valued, and actively engaged in achieving organizational objectives. Efforts to enhance job satisfaction should also remain a strategic priority, as satisfaction has been shown to be a fundamental driver of motivation, loyalty, and sustainable performance.

ADVANCED RESEARCH

For future researchers, it is recommended to enhance this study by including additional variables such as leadership style, organizational culture, or work-life balance, which may also influence employee performance. Expanding the scope to other institutions or using a mixed-method approach could provide deeper insights and improve the generalizability of the findings.

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