**Original Research Article**

Organizational Support Enhancing Employee Performance and Satisfaction in a Manufacturing Company: An Econometric Case Study in Wonosobo, Central Java, Indonesia

ABSTRACT

|  |
| --- |
| ***Aims:*** This research aims to examine the effect of Perceived Organizational Support (POS) and Locus of Control on employee performance with job satisfaction as a mediating variable at PT Cebong Albasindo, a wood-processing manufacturing company located in Wonosobo, Central Java, Indonesia.  ***Study Design:*** This research employed a quantitative approach, utilizing Structural Equation Modeling with Partial Least Squares (SEM-PLS).  ***Place and Duration of Study:*** The study was conducted at PT Cebong Albasindo, Wonosobo, Central Java, Indonesia, between January and April 2025.  ***Methodology:*** A total of 110 employees with a minimum one-year tenure were selected using convenience sampling. Data were collected via questionnaires using a Likert scale (1–5). The variables measured include POS, Locus of Control, job satisfaction, and employee performance using indicators from previous validated studies. Data were analyzed using SmartPLS 3.0 for outer model, inner model, and hypothesis testing.  ***Results:*** POS and Locus of Control significantly influence both job satisfaction and employee performance. Job satisfaction also has a direct significant effect on employee performance. Mediation tests showed that job satisfaction substantially mediates the impact of both POS and Locus of Control on employee performance. The R² value for job satisfaction is 0.553, and for performance is 0.598, indicating moderate explanatory power.  ***Conclusion:*** Job satisfaction serves as a strong mediating factor that enhances the impact of organizational support and personal control beliefs on employee outcomes. Enhancing organizational support and fostering an internal locus of control among employees can lead to increased satisfaction and ultimately improve performance. |

***Keywords: Perceived Organizational Support, Locus of Control, Job Satisfaction, Employee Performance.***

1. Introduction

Indonesia's manufacturing industry experienced successful growth of 4.64% in 2023, contributing around 20% of the total products. The national Gross Domestic Product (GDP) reached US$1.371 trillion. There is an increasing demand​ from Small and Medium Enterprises (SMEs) in the near future, along with the emergence of manufacturing startups in the country. The number of businesses utilizing industrial manufacturing in 2023 reached 4.19 million business units, accounting for 99.7% of the total business industry in Indonesia. It is known that a growing population becomes a factor in increasing the number of SMEs (East.vc accessed on April 30, 2025). However, production and orders for product manufacturing declined in domestic orders in August 2024. During this period, the decline in output and orders has been the sharpest since August 2021 (Kompas.id, accessed April 30, 2025).

One of the manufacturing industries in Central Java Province that contributes to the development of SMEs is PT Cebong Albasindo. This company processes wood located in Sawangan Village, Leksono District, Wonosobo Regency, Central Java. This company focused on producing material processed wood, such as sourced barecore and blockboard from wood albasia. PT Cebong Albasindo has become a significant contributor to the growth of the wood sector in the Wonosobo area, focusing not only on the domestic market but also on exports to international markets. During his visit, the Chairman of the MPR RI, Bambang Soesatyo, assessed that the company has significant potential for expanding the industrial markets of wood-processed Indonesian food abroad, while creating jobs and improving the local economy. With good technology and management, PT Cebong Albasindo is committed to developing the downstream wood product sector sustainably (Sofian, 2024).

Source Power men play crucial roles and functions in achieving the company's objectives. Source Power men here cover the overall existing personnel in the organization, which includes those involved in operational activities, ranging from the lowest level to the very top. Employees are the main asset, and, most importantly, for the company. As a result, employees must be capable of completing their work optimally, enabling them to achieve high performance and ultimately contribute to the company's development. Employees are expected to utilize all their capabilities to perform at their best for the company, ensuring its continued existence and quality (Simarmata, 2023).

Performance is behavior displayed​ by everyone as​ performance work produced​ by an employee under their role in the company ” ( Gaol, 2014). Mangkunegara (2014) states that employee performance refers to the work that an employee completes, whether in terms of quantity or quality, of the assigned tasks. Then, according to Mathis and Jackson (2011), performance is defined as the extent to which an employee's contributions have benefited the organization or company.

A study by Febriantoro and Juariyah (2018) suggests that responses supporting companies can have a positive impact on employee performance. The performance of individual employees influences the success of organizations, so every organization makes an effort to manage its human resources effectively. Employee performance, with indicators of quality, quantity, accuracy, timeliness, and effectiveness (Robbins, 2016), becomes a crucial factor in maintaining a company's continuity. Organizations need to understand the factors that can influence employee performance, one of which is the perception of support from the organization, also known as perceived organizational support (POS) (Astaginy et al., 2022; Karlinda et al., 2022; Simatupang et al., 2023; Umihastanti & Frianto, 2022).

Perceived Organizational Support (POS) plays a crucial role in enhancing employee performance. POS, or Perceived Organizational Support, refers to the view employees have of how the organization values their contributions, provides support, and shows concern for their welfare (Rhoades & Eisenberger, 2002). Support from the organization helps them overcome or avoid workplace stress. Therefore, support for employees must be optimized to increase employee performance.

However, not all companies can provide full support to their employees. This has an impact on employee performance, resulting in a lack of motivation in their work and a partial commitment to the company (Yeni, 2021). In addition, research by ( Diana and Frianto, 2021; Alfiana, 2020) put forward *that Perceived Organizational Support* is influential, with no significant effect on employee performance

In addition to support from the organization, performance can also be driven by the height *locus of* control felt by employees (Hamzah & Othman, 2023; Muca et al., 2023; Tistianingtyas & Parwoto, 2021). A good locus of *control* will have a positive impact on employees' performance. This is one of the ways to get employees  with no experience to finish their job, because every individual feels they can control themselves alone, so they will be more capable of controlling the consequences and what happens in the environment, which will make them feel more satisfied with the achievements they have made, because that locus of control greatly influences employee performance.

Locus of control is a psychological concept that describes the extent to which an individual believes they have control over events that occur in their life. The concept was first introduced by Rotter (1966), who differentiates locus of control into two types, namely internal and external. Individuals with *an internal locus of control* believe that success or failure is a result of their effort, decisions, and personal ability. On the other hand, individuals with *an external locus of control* believe that fate, destiny, luck, or the influence of others is the main determining factor in life.

The taller the *locus of control*, the more likely the employee is to perform work with a sense of responsibility and a positive attitude. In a development organization, employees with an *external locus of control* are still found. This trend is characterized by a blame environment or a superior who feels dissatisfied with the work conditions, such as wages considered inadequate or excessive workload. This can impact low performance because individuals feel they have no control over the situation they are facing. This is supported by a study (Jamal et al., 2024; Syariati, 2022) that states *there is no* significant relationship between locus of control and employee performance.

During observation, the researcher finds that common problems arise in some organizations, where the organization must maintain its employees so that they remain loyal and perform optimally in response to the demands within the organization. Researchers aim to contribute to the understanding of the mediation between Perceived Organizational Support and Locus of Control, as well as their impact on performance (Afandi, 2021). Job Satisfaction is perceived as a variable that mediates the relationship between Perceived Organizational Support and Locus of Control (Astuty & Udin, 2020).

Job Satisfaction can be interpreted as a sense of appreciation for work that results in a positive attitude and the motivation to work, including feelings and behaviors. The determining factors of work satisfaction include individual factors, social factors, and factors inherent to work (Sinambela, P., 2019). According to Siregar and Pasaribu (2022), employee performance is closely related to satisfaction, and unhappiness is consistently correlated with complaints and demands, which in turn heighten the workload. This indicates that the taller the control self-owned by employees, ​ the higher the level of satisfaction perceived in work.​

            This study presents comprehensive research on the connection between perceived organizational support, *Locus of Control*, and work satisfaction, as mediated by role variables in the context of employee performance. Research this developed study by Jayanti & Rifani (2022), adding variables *of locus of control* and satisfaction as mediators. Research on this own novelty, which is still seldom discussed, reveals that *locus of control* and satisfaction in work roles become variable X2 and mediate the influence *of perceived organizational support on employee* performance. Based on the analysis, researchers formulate a problem regarding the influence *of Perceived Organizational Support* and *Locus of Control* on the performance of PT Cebong employees, with satisfaction as a mediator.

2. LITERATURE REVIEW AND HYPOTHESIS

1. **Human Capital Theory**

Human Capital theory, proposed by Becker (1993), posits that human capital is directly and usefully related to the production process. Human Capital Theory is beneficial for enhancing productivity in operational tasks, within organizations, and across various situations and conditions within the production process. Becker's early work on Human Capital applied theory to several areas of research, including investment in human capital, family behavior (or household dynamics), such as the distribution of work and allocation of time within the family, violations and punishment, and discrimination in the labor market and the allocation of goods. He applies the theory of Human Capital to explain the historical decline in prosperity within the country's industry and the variation in prosperity between the country, the city, and the rural areas.

1. **Performance**

Performance is behavior displayed​ by everyone as​ performance work produced​ by the employee in their role in the company ” ( Gaol, 2014). Mangkunegara (2014) states that employee performance refers to the work that an employee completes, whether in terms of quantity or quality, regarding the assigned tasks. Then, according to Mathis & Jackson (2011), performance is defined as the extent to which an employee's contributions have benefited the Organization or company.

A study by Febriantoro and Juariyah (2018) suggests that responses supporting companies can have a positive impact on employee performance. The performance of individual employees significantly influences the success of organizations, so every Organization makes an effort to manage its human resources effectively. Employee performance, with indicators of quality, quantity, accuracy, timeliness, and effectiveness (Robbins, 2016), becomes a crucial factor in maintaining a company's continuity.

1. **Perceived Organizational Support Affects Employee Performance**

Perceived organizational support (POS) or perceived support for the Organization refers to an employee's perception of the Organization's value of their contribution and concern for their welfare. (Rhoades and Eisenberger, 2002:698). Metria & Riana (2018) state that Organizations must treat employees in a way that respects their needs. They expect them to work hard, but also consider their needs, including well-being, rewards, recognition, and development opportunities. Perceived Organizational Support with dimensions Fairness, Supervisor support , organizational rewards and job conditions. Rhoades & Eisenberger (2002)  highlight the impact of their work on employee performance (Astaginy et al., 2022; Karlinda et al., 2022; Simatupang et al., 2023; Umihastanti & Frianto, 2022). Organizations typically offer positive and beneficial support to their employees. The support provided a capable cause perception to the employee organization. ( Febriantoro & Juariyah , 2018).

Studies by Astaginy et al. (2022), Karlinda et al. (2022), Simatupang et al. (2023), and Umihastanti & Frianto (2022) explain that Perceived Organizational Support can help employees maximize their performance.

**H1: Perceived Organizational Control has a significant positive effect on Employee Performance.**

1. **Locus of control is an influence on Employee Performance**

  Locus of control is a psychological concept that describes the extent to which an individual believes they have control over events that occur in their life. This concept was first introduced by Rotter (1966), who differentiates Locus of control into two types: internal and external. Individuals with *an internal locus of control* believe that success or failure is a result of their effort, decisions, and personal ability. On the other hand, individuals with *an external locus of control* believe that fate, destiny, luck, or the influence of others is the main determining factor in life.

According to Robbins & Judge (2015), an indicator of *Locus of control* consists of an internal *locus of control, which* means employees who feel that the Organization has given them the ability to control their own lives. An individual with an internal *locus of control* believes that they are capable of controlling their own life. An individual acts based on their decisions , abilities, and efforts. They strive to work hard, have high initiative, and consistently seek solutions to problems. They also try to think as effectively as possible, maybe, and always have the perception that business must be done if they want to be successful. In addition, there are dimensions *of Locus of control*. An individual with *an external locus of control* believes that external factors, rather than their actions, influence their life. Individuals often believe that their actions are controlled by fate, luck, other people, or forces beyond their control. With these characteristics, they lack initiative and tend to avoid trying because they believe that external factors control their actions, and they are less likely to seek information to solve problems.

This matter is supported by research (Hamzah & Othman, 2023; Muca et al., 2023; Tistianingtyas & Parwoto, 2021), which suggests that taller employees tend to exert more control over their lives and achieve higher performance levels.

**H2: Locus of Control has a positive and significant effect on Employee Performance.**

1. **Perceived Organizational Support Influences Job Satisfaction**

Employees who feel supported by the Organization tend to exhibit voluntary work behavior, as well as a concern for the Organization's sustainability. Because employees feel satisfied, they are more likely to support the company themselves (Ayu et al., 2022). Other studies show that organizations that provide support to employees are more successful in creating a supportive work environment, which in turn encourages employees to become more involved in external roles beyond their formal obligations (Wahyuni & Sulastri, 2020). In addition, employees who receive appreciation from the Organization tend to feel a stronger emotional attachment to the place where they work.

Supporting a high Organization will create a sense of appreciation and recognition, which can increase employee satisfaction. Employees who feel supported will be more satisfied in their role because they feel valued and cared for. Locus of control, which reflects the extent to which the individual believes that the results of his job are influenced by himself Alone or by factors external, has a positive influence on satisfaction. Employees with an internal locus of control, who believe that their effort and ability determine success, tend to feel more responsible and are more satisfied with their job. On the other hand, employees with an external locus of control, who believe that success is determined by fate, luck, or other external factors, generally report higher levels of job satisfaction. Thus, the perception that an individual has about control over their job contributes to a positive attitude among employees toward work, which is reflected in a higher level of job satisfaction.

Studies by Aristiyani et al. (2023) and Candana et al. (2022) demonstrate a significant relationship between Perceived Organizational Support and Work Satisfaction.

**H3: Perceived Organizational Support has a positive and significant influence on Job Satisfaction.**

1. **Locus of Control is influential to Job Satisfaction**

Job Satisfaction can be interpreted as a sense of appreciation for one's work, resulting in a positive attitude and the ability to work effectively, including feelings and behaviors. The determining factors of work satisfaction include individual factors, social factors, and factors inherent to work (Sinambela, P., 2019). According to Sutrisno (2014), employee performance is closely related to both job satisfaction and dissatisfaction, which is often correlated with complaints and demands that increase the workload. Robbins & Judge (2015) define *Locus of control* as the level at which an individual is certain that they are the determinants of their fate. *Locus of control* is influenced by both *internal* and *external . Internal* attitude is the belief that an individual holds themselves responsible for whatever happens to them. In contrast, externalattitude is the belief that what happens to someone is controlled by power outside, such as luck and chance. If *the Locus of control* istall, performance tends to be good because the individual feels responsible for the results of their work, is more motivated, independent, and less likely to blame factors outside of the moment for a failure.

The results of research conducted by Darmilisani (2021), Loindong et al. (2023), Pandia et al. (2023), and TD Pratiwi et al. (2022) show that Locus of control has a positive and significant influence on work satisfaction.

**H4: Locus of Control has a positive and significant effect on Job Satisfaction.**

1. **Job Satisfaction Influences Employee Performance**

The height level of dissatisfaction among​ employees increases the trend of sabotage and aggression (Solihatun et al., 2021). A development company that relies on the performance of its employees. The high- and low-performing employees are based on how the company provides satisfaction to its employees (Karneli & Nasution, 2023).

Employees who feel satisfied will exhibit high motivation, loyalty to the Organization, and better performance. Budhiana et al. (2022) in their research state that there is a significant positive connection between employee satisfaction and performance. The higher the level of Job Satisfaction, the higher the performance shown is also likely to be.

This matter is supported by research from Budhiana et al. (2022), Gazi et al. (2022), Kosec et al. (2022), and Maican et al. (2021), which explains a positive and significant connection between satisfaction and employee performance.

**H5: Job Satisfaction has a significant positive effect on Employee Performance.**

1. **Job Satisfaction Mediates the Influence of Perceived Organizational Support and Locus of Control on Employee Performance**

The height level of dissatisfaction among​ employees increases the trend of sabotage and aggression (Solihatun et al., 2021). A development company that relies on the performance of its employees. The high- and low-performing employees are based on how the company provides satisfaction to its employees (Karneli & Nasution, 2023). Employees who feel satisfied will exhibit high motivation, loyalty to the Organization, and better performance.

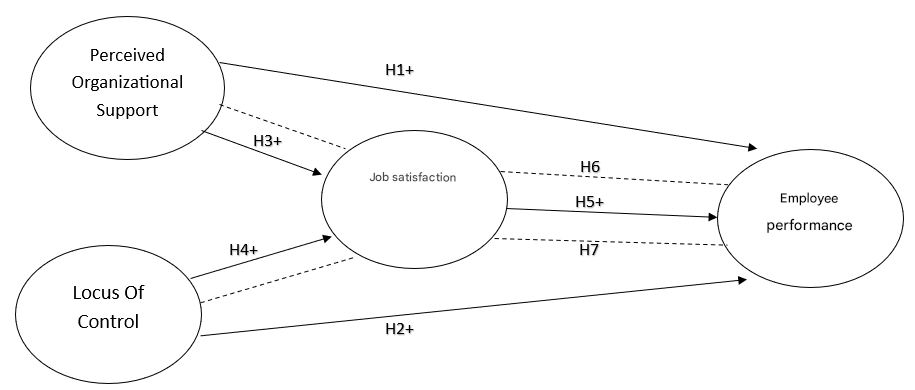
  Job Satisfaction can play a role as a variable mediating the influence *of Perceived Organizational Support* and *Locus of Control* on employee performance. That is , POS and Locus Of Control not only have a direct influence on performance, but also improve work satisfaction that ultimately impacts performance

            Companies that treat employees fairly and well, providing compensation and career development opportunities, can make employees feel satisfied and maximize their performance. In addition, a support company that provides adequate facilities​ , such as workspaces and infrastructure, can also make employees feel appreciated. Several studies have shown that job satisfaction can mediate the influence *of Locus of control* and *perceived organizational support* on employee performance. Research by Atamimi et al. (2022) demonstrates that satisfaction has a significant mediating influence *on Locus of control* and performance. The findings align with those of Siregar & Pasaribu (2022) and Marbun & Jufrizen (2022), which indicate that Job Satisfaction also mediates the influence *of perceived organizational support* on employee performance. Thus, satisfaction becomes an important element in strengthening the impact of internal and external factors to achieve optimal performance.

**H6: Job Satisfaction becomes a mediator. The Influence of Perceived Organizational Support on Employee Performance .**

**H 7 : Job Satisfaction Becomes The Influence of Locus of Control on Employee Performance .**

**Fig 1- Theoretical Model of the Influence of Distinguished Organizational Support and Locus of Control on Employee Performance through Job Satisfaction**



**RESEARCH METHODS**

The approach applied is a quantitative method, focusing on the population of PT Cebong employees, Albasindo, which operates in the field, totaling 864 people. The engineering sample was taken using a non-probability sampling method, specifically the Convenience Sampling approach (Khaidir et al., 2024). Determining sample size refers to Roscoe's guidelines, which state that a viable sample size for analysis regression is between 30 and 500 respondents, ideally 10 times the number of variables in the research. With as many as four variables free, the minimum sample size is 40 respondents. To increase data validity and representativeness of the population, researchers set the sample size at **110 respondents**, comprising 100 respondents selected by Roscoe's approach and an additional 10 respondents to account for potential bias or data discrepancies. Regarding the tools analysis used in this study, it is SmartPLS, which is suitable for an analysis track employing a partial least squares approach and is well-suited for the current sample size.

            Primary data were obtained directly through the instrument in the form of questionnaires distributed by researchers to PT Cebong employees, Albasindo. For measuring respondents' responses, the measurement method used is a Likert scale with a range of 1 to 5. In this research, we use Employee Performance Indicators sourced from Robbins & Judge (2015), which include quality, consistency, time , quantity, effectiveness, commitment, and independence. The Locus of Control indicator is sourced from from Robbins & Judge, (2015) namely 1)           Internal *locus of control : Likes* to work hard, have high initiative , Always try For find solution problem,Always try For think as effective as possible maybe , always have the perception that business must be done If want to succeed .2) *Locus of control* external : Lack of initiative , less likely to try, because they believe that it is the outside that controls , Less seeking information to solve the problem . The Perceived Organizational Support indicator was proposed by Rhoades & Eisenberger (2002), which encompasses Locus Of Control in giving awards, supervisor support, appreciation from the organization, and job conditions. Meanwhile, the Indicator of Job Satisfaction, proposed by Sinambela (2019), encompasses satisfaction with wages, Job Satisfaction, satisfaction with the team, satisfaction with leadership, and satisfaction with the work environment.Researchers apply the Structural Equation Modeling (SEM) method, utilizing the SmartPLS (Partial Least Squares) structure type, and implement the outer model analysis technique to measure data validity, discriminant validity, reliability, AVE, and Cronbach's Alpha values. After completing the outer model test, the next step is to test the inner model to evaluate the R-Square level, t-test, and significance of structural parameter coefficients. Furthermore , researchers conduct a hypothesis test as well as analyze the influence of mediation or influence No direct

**RESULTS AND DISCUSSION**

**RESULTS**

In this research, data were collected through a distributed questionnaire. After collecting a total of 110 respondents using the Roscoe formula, the researcher employed SmartPLS 3.0 for the data analysis process.

**Table 1. OUTER LOADING TEST RESULTS**

|  |  |
| --- | --- |
| POS (X1) | 0.616 |
| 0.739 |
| 0.801 |
| 0.839 |
| 0.798 |
| 0.806 |
| 0.794 |
| 0.805 |
| 0.798 |
| LOC (X2) | 0.863 |
| 0.812 |
| 0.666 |
| 0.703 |
| Life ( Media ) | 0.734 |
| 0.814 |
| 0.898 |
| 0.785 |
| Kineja (Y) | 0.672 |
| 0.720 |
| 0.797 |
| 0.768 |
| 0.843 |
| 0.815 |
| 0.802 |
| 0.732 |
| 0.752 |

The results of the outer loading test indicate that all indicators for each construct have a value above 0.60, making them valid and suitable for use in the following analysis process. In the construct *perceived organizational support*(X1), all indicators own outer loading values range between 0.616 and 0.839, indicating that the indicators can represent the construct with sufficient goodness of fit. On the construct *locus of control*(X2), fourth, the tested indicators also show valid values, namely between 0.666 and 0.863. Furthermore, in the construct Job Satisfaction (Z), as variables mediate, the fourth set of tested indicators yields very good results, with outer loading values ranging from 0.734 to 0.898. Likewise, with construct performance (Y), which has nine indicators, all of them show outer loading values between 0.672 and 0.843. Based on the results, it can be concluded that the overall indicator in the study meets the criteria for validity and convergent validity, as its outer loading value is greater than or equal to 0.60.

**Table 2. Validity Test**

|  |  |  |  |
| --- | --- | --- | --- |
| **Variable** | **Cronbach's Alpha** | **Composite Reliability** | **Average Variance Extracted (AVE)** |
| **POS** | 0.918 | 0.933 | 0.608 |
| **LOC** | 0.764 | 0.848 | 0.585 |
| **Kepuasan** | 0.825 | 0.884 | 0.656 |
| **Kinerja** | 0.913 | 0.928 | 0.591 |

Composite Reliability is considered Good If The value is > 0.70 (Ghozali, 2021) . This is evident from the processed data in Table 2, which utilizes SmartPLS 3.0, where all values exceed 0.70, indicating a variable model with good reliability in the study.

Cronbach's Alpha

All over variables are considered Reliable Because the Cronbach's alpha value in the data table above , which was processed using SmartPLS 3.0, is at a value > 0.70 (Ghozali, 2021)

AVE ( Average Variance Extracted)

If the AVE value is greater than 0.10, each variable will be considered reliable. (Ghozali, 2021) .

After data processing using SmartPLS 3.0, the AVE value of every variable shows that the overall variable's own AVE value is≥ 0.50

**Table 3. DISCRIMINANT VALIDITY TEST**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Satisfaction | POST | LOC | Performance |
| Satisfaction | 0.810 |  |  |  |
| POS | 0.713 | 0.780 |  |  |
| LOC | 0.647 | 0.692 | 0.765 |  |
| Kinerja | 0.691 | 0.692 | 0.676 | 0.768 |

Seen from the table standard *Fornell-Lacker above*, the value of root squared AVE is higher compared to the mark correlation, so it can be concluded that the model is valid because it fulfills validity discriminant

**Table 4. INNER MODEL TEST**

|  |  |  |
| --- | --- | --- |
|  | **R Square** | **R Square Adjusted** |
| Satisfaction | 0.553 | 0.545 |
| Performance | 0.598 | 0.586 |

The R-squared value of 0.553 for construct Job Satisfaction indicates that the variables of perceived organizational support and locus of control together explain 55.3% of the variance in Job Satisfaction. In contrast, the remaining 44.7% is attributed to variables outside the model. Meanwhile, the R-squared value of 0.598 for the variable performance indicates that satisfaction, work, perceived organizational support, and locus of control simultaneously explain 59.8% of the performance, and the remaining 40.2% is influenced by other variables not included in the research model. The Adjusted R-squared values are 0.545 for Job Satisfaction and 0.586 for performance, indicating that this model exhibits a good level of adjustment after accounting for the number of predictors used.​

**Table 5. PATH COEFFICIENTS TEST RESULTS**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Original Sample (O)** | **Sample Mean (M)** | **TStatistics (|O/STDEV|)** | **P Values** |
| **POS -> Performance** | 0.272 | 0.280 | 2,473 | 0.007 |
| **LOC-> Performance** | 0.286 | 0.286 | 3,275 | 0.001 |
| **POS -> Satisfaction** | 0.296 | 0.301 | 5,846 | 0.000 |
| **LOC -> Satisfaction** | 0.508 | 0.506 | 3.153 | 0.001 |
| **Satisfaction -> Performance** | 0.312 | 0.308 | 3,412 | 0.000 |

**Hypothesis 1 (H1): POS affects Performance**

POS also has a positive and significant influence on Performance, with a coefficient of 0.272, a t-statistic of 2.473, and a p-value of 0.007. With a p-value < 0.10, the hypothesis is considered significant, which means that organizations that are perceived to also contribute directly to improved employee performance are supported.

**Hypothesis 2 (H2): *Locus of control* is influential on Performance**

Locus of Control is also proven to be a positive and significant influence on Performance, with a coefficient of 0.286, a t-statistic of 3.275, and a p-value of 0.001. The p-value of less than 0.10 indicates that the hypothesis is proven significant. This means that Locus of Control in organizations plays a role in pushing improvement in employee performance.

**Hypothesis 3 (H3): POS affects Job Satisfaction**

Perceived Organizational Support (POS) has a very significant influence on Satisfaction, with a mark coefficient of 0.296, a t-statistic of 5.846, and a p-value of 0.000. This is the most significant influence among all the paths being analyzed, so the hypothesis is very much supported. The taller the support organization employees perceive, the higher the level​ of Satisfaction they experience.

**Hypothesis 4 (H4): *Locus of control* significantly influences Job Satisfaction.**

Analysis results show that Locus Of Control is a positively and significantly influential factor in Satisfaction, with a mark coefficient of 0.508, a t-statistic value of 3.153, and a p-value of 0.001. Because the p-value is greater than 0.10, the hypothesis is supported by statistics. This indicates that the taller the employee's perception of their locus of control, the higher the level of Job Satisfaction they will experience.

**Hypothesis 5 (H5): Job Satisfaction influences Performance**

Satisfaction has a positive and significant influence on Performance, with a coefficient of 0.312, a t-statistic value of 3.412, and a p-value of 0.000. A very small p-value (even smaller than 0.01) indicates that this hypothesis is highly significant. This confirms that employees who feel satisfied with their job tend to show better performance.

**Table 6-INDIRECT EFFECT**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Original Sample (O)** | **Sample Mean (M)** | **T Statistics (|O/STDEV|)** | **P Values** |
| **POS -> Satisfaction -> Performance** | 0.159 | 0.155 | 3,091 | 0.001 |
| **LOC-> Satisfaction -> Performance** | 0.092 | 0.094 | 2,180 | 0.015 |

**Hypothesis 6 (H6): Job Satisfaction becomes a variable's POS mediation against the performance of employees**

On track, the result analysis shows that support for influential organizations (POS) is not directly linked to performance through satisfaction. Coefficient mediation of 0.159, with t-statistics **3.091** and **p-value 0.001**. Since the p-value is very small (below 0.01), the hypothesis is **very significant**. This suggests that satisfaction acts as a strong mediator in the relationship between POS and performance. This means that the bigger the support perceived by the organization , the higher the​ level of satisfaction will increase and contribute to the improvement of performance

**Hypothesis 7 (H7): Job Satisfaction becomes a variable mediating *Locus of Control* on Employee Performance**

Analysis results indicate that there is a direct influence (mediated by Job Satisfaction) of Locus of Control on performance. Coefficient value mediation as big as **0.092** , with t-statistic value **2.180** and **p-value 0.015** . Since the value < 0.10, the hypothesis is **proven significant .** That is, satisfaction mediates the relationship between Locus Of Control and performance in a significant way. The taller the perception of Locus of control, the greater the satisfaction, which ultimately has a positive impact on performance.

**DISCUSSION**

**POS is influential on Employee Performance**

            POS also has a significant influence on support organizations. It can increase employee marks through improved motivation, self-development, and a sense of responsibility. When an organization provides support in the form of training, attention, and recognition, employees will be more motivated to realize their potential, which has a direct impact on their work performance.

In the context of theory, *Human Capital.* When organizations give perceived support​ height (POS **)** , such as training , recognition , or balance work-life , things are considered as an investment in human capital and state that motivated and feeling employees​ will more likely develop themselves and contribute in a maximum way

            Research results are also supported by Astaginy et al. (2022), Karlinda et al. (2022), Simatupang et al. (2023), and Umihastanti & Frianto (2022).

***Locus of Control* is influential on Employee Performance**

            Research results show that **Locus of control has a** positive and significant influence on employeeperformance. Locus of Control reflects the extent to which an individual believes that the results of Work they determined by their effort and ability, not by factors external to them. Employees with **an Internal Locus of Control** tend to have higher motivation, a stronger sense of responsibility, and​ greater initiative in completing tasks and facing challenges on the spot.

            Within the framework **of Human Capital**, an individual with high internal control is viewed as a strategic asset because they are capable of managing roles and responsibilities effectively. This confidence enables them to utilize their skills and knowledge in a way that maximizes impact, ultimately leading to positive achievement performance. Research results support this, as noted by Hamzah & Othman (2023), Muca et al. (2023), and Tistianingtyas & Parwoto (2021).

**POS is influential on Job Satisfaction**

            The support organization (POS) shows a very significant influence on satisfaction. In Human Capital theory, the support organization reflects investment, not directly to employees as assets. When an organization shows attention and support, employees feel safer, valued, and empowered. This increases a sense of belonging and attachment. Emotional, which leads to greater satisfaction and more work.

            In the context of Human Capital Theory**,** POS plays a role as an organizational strategy for protecting and improving human capital value**.** Employees who feel genuinely supported by the organization will perceive it as valuing them as assets, leading to their satisfaction with their Work. ​ Thus, a support organization not only positively impacts emotions but also strengthens the strategic connection between human capital investment and organizational performance.

Research result This is also supported by (Candana et al., 2022)

**Locus of Control is influential to Job Satisfaction**

            Test results show that Locus of control has a positive and significant influence on work satisfaction. From the perspective of Human Capital, a strong locus of Control reflects the belief that an individual determines their work results through their effort and ability, rather than by factors external to them. When an organization applies the principles of Locus Of Control and responsibility, employees will feel appreciated and given room to develop professionally.

            Employees who feel treated fairly and given trust to manage their duties alone will feel more easily satisfied with their **Work**. Satisfaction is a form of recognition for **human capital** that indicates **the** organization treats them with **fairness, transparency, and balance**. In this context, Job Satisfaction becomes a reflection of intrinsic growth, as an employee realizes that the contribution they recognize and appreciate is, in a way, proportional.

            Research results conducted by Darmilisani , (2021); Loindong et al., (2023); Pandia et al., (2023); TD Pratiwi et al., (2022) show that Locus of control has a positive and significant influence on Job Satisfaction

**Job Satisfaction Influences Employee Performance**

            Job Satisfaction Has proven to have a significant influence​ on employee performance. Within the framework of Human Capital, work satisfaction reflects the emotional well-being of employees who play a crucial role in driving performance at Work. When the need arises, psychological fulfillment occurs, and employees feel satisfied with the Work being done; then the trend for utilizing knowledge, skills, and experience will be optimal.

            Employees who feel satisfied tend to show **strong commitment and** loyalty to the organization, and make **maximum contributions to** their Work. This also strengthens **intrinsic** motivation, which drives employees to complete tasks with a high level of effort and achieve better results. In this case, satisfaction acts as **an amplifier of emotional** influences, enabling employees to respond to demands in a way that positively impacts overall performance. Research Results This is also supported by (Tistianingtyas & Parwoto, 2021)

**Job Satisfaction as a Mediator between Perceived Organizational Support and Employee Performance**

The results indicate that Job Satisfaction significantly mediates the relationship between Perceived Organizational Support (POS) and employee performance. This finding aligns with Human Capital Theory, which emphasizes the importance of investing in employee well-being to enhance potential and performance. Organizations that prioritize their employees' psychological and emotional needs can expect sustainable improvements in performance.

Furthermore, this mediation pathway shows that while POS and Locus of Control may not always have a direct effect on performance, their influence on Job Satisfaction serves as a psychological bridge that translates into improved outcomes. Satisfaction functions as a key mechanism connecting organizational support and internal control beliefs to performance metrics. These findings are consistent with previous research, including Karneli & Nasution (2023), which supports the role of satisfaction in strengthening the impact of POS and personal control on performance.

**Job Satisfaction as a Mediator between Locus of Control and Employee Performance**

The study also confirms that Job Satisfaction significantly mediates the effect of Locus of Control on employee performance. This suggests that employees who possess a strong internal locus of control tend to experience higher job satisfaction, which subsequently enhances their performance.

Within the framework of Human Capital Theory, satisfaction serves as an emotional amplifier, transforming internal beliefs —such as responsibility and self-efficacy —into enhanced workplace outcomes. A strategic focus on empowering employees with autonomy and internal control can foster satisfaction and engagement. Organizations that recognize this connection and treat employees as long-term assets are more likely to motivate sustained high performance.

These findings are further supported by the study conducted by Atamimi et al. (2022), which concluded that job satisfaction plays a crucial mediating role in linking locus of control to job performance.

**CONCLUSION AND SUGGESTIONS**

**Conclusion**

This study concludes that Perceived Organizational Support and Locus of Control have a significant influence on employee performance, both directly and indirectly through Job Satisfaction, among employees at PT Cebong Albasindo. The main findings are:

1. Perceived Organizational Support has a significant positive effect on employee performance.
2. Locus of Control has a significant positive effect on employee performance.
3. Perceived Organizational Support positively influences Job Satisfaction.
4. Locus of Control positively influences Job Satisfaction.
5. Job Satisfaction significantly affects employee performance.
6. Job Satisfaction mediates the effect of Perceived Organizational Support on performance.
7. Job Satisfaction also mediates the effect of Locus of Control on performance.

These results highlight the importance of organizational support and employees' internal control beliefs as factors enhancing satisfaction and performance.

**Suggestion**

Based on the study’s findings, several recommendations can be made. First, this research has a limitation in its sample scope, as it did not include all employees of the company. Future research should consider expanding the population to improve generalizability. Management is advised to pay closer attention to Locus of Control in managerial practices such as task assignment, reward systems, and performance evaluations. Establishing a fair and transparent environment can foster greater employee satisfaction.

Additionally, organizations should enhance employee support through practical training, mentoring, work-life balance policies, and performance recognition. Job satisfaction must be a strategic management focus due to its proven influence on employee performance.

For future studies, it is recommended to include other mediating or moderating variables, such as organizational culture, leadership style, or work-life balance, to deepen understanding of the dynamics between Perceived Organizational Support, Locus of Control, job satisfaction, and employee performance.

Disclaimer (Artificial intelligence)

Option 1:

Author(s) hereby declare that NO generative AI technologies such as Large Language Models (ChatGPT, COPILOT, etc.) and text-to-image generators have been used during the writing or editing of this manuscript.

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