



Supportive Leadership to Improve Job Performance Through Employee Loyalty as A Mediation Variable for Employees of PT. IMC Sidoarjo City, Indonesia

*¹Ivandha Amelia and ²Amiartuti Kusmaningtyas **

^{1,2}Management Study Program, Faculty of Economics and Business, Universitas 17 Agustus 1945 Surabaya, Indonesia

ABSTRACT

This study aims to examine the variables Supportive Leadership, Employee Loyalty and Job Performance to increase employee creativity. This type of research is quantitative in nature to determine the relationship between the independent variables and the dependent variable. The target population in this study is the employees of PT. IMC Sidoarjo, Indonesia. By using the SPSS program. Data collection and samples conducted in this study used a survey with direct observation and distributed questionnaires online via Google Forms, to find the influence of the research variables. The sampling technique used is random sampling technique. To determine the number of samples from a population required using the Slovin formula so that it can be concluded that the number of samples from a population of 116 people with an error rate of 5% is 90 respondents. The analysis technique used is simple linear regression analysis and path analysis using the Sobel test to test the mediating variable. Hypothesis testing uses (t-test), while the data analysis method used is the Validity Test and Reliability Test. The results of this study indicate that Supportive Leadership and Employee Loyalty have an influence on Job Performance. This research contributes to the scientific discussion regarding the relationship between the variables discussed.

Keywords: Employee Loyalty; Job Performance; Supportive Leadership.

1. Introduction

Human In the current era of globalization, it encourages a fast-growing economic culture and makes more capital needed to always improve a country's economy. A very essential factor in realizing company goals is the presence of employees in a company because the availability of capital or the latest technology will not be beneficial to a company without the presence of its employees. Companies or organizations that are able to survive and win in competition are companies that are able to manage their resources, therefore companies or organizations must be able to focus their attention on their resources, especially human resources. The quality that exists in human resources influences the organization's efforts to achieve a goal. Human resources who are educated, capable, disciplined, willing to work hard, have high loyalty to the organization, loyal to the ideals and goals of the organization will have a very positive effect on the success and progress of the organization (Rahmatullah & Hasanudin, 2022).

Based on the results of the JobStreet.com report which conducted a survey of 17,623 respondents in early October 2022 regarding employee satisfaction with their jobs. The results of the survey stated that 73% of employees were dissatisfied with their jobs. The incompatibility of existing employees' jobs with their background ultimately forced 54% of employees to work not in accordance with their education, while 85% of respondents also admitted that they did not have a work-life balance (balance between work and personal life), 60% of respondents admitted they did not get a career path from the company so they were not satisfied with what they were doing in the company where they worked, and added to that 53% of respondents who claimed to have superiors with a bad military leadership style (proud of rank and position to move subordinates) the character of a boss or company leader can also affect employee turnover in the company. Even worse it will also impact the company name (JobStreet, 2022). Employees feel dissatisfied with their jobs resulting in very low employee performance (JobStreet, 2022). Based on the results of a survey conducted by Job-street, research related to individual performance is still relevant and important to study. As it is known that performance is very influential on success and is also directly proportional to the development of an organization or company. In this case employees have a very important role in the success or failure of an organization or company. This is the reason for researchers that the performance of employees in a company is still relevant and very important to study.

The success of a company depends on the work accomplished by its employees in fulfilling their assigned tasks. In order to assess the company's level of achievement, leaders must enhance job performance (Karakoc & Ozer, 2016). Job performance refers to the ability of an individual to successfully complete a given task. It is measured by the extent to which the work aligns with organizational objectives and contributes to overall efficiency and effectiveness. Good Job Performance can be obtained by each employee based on differences in abilities and skills possessed by each individual. This is reinforced by personal factors that influence job performance, which include job characteristics, experience flow, individual differences, and service quality. Therefore, employees can be considered as an important asset for the company, because good performance from employees leads to good

organizational performance so that it will make the organization more successful and effective (Kar & Mishra, 2016). Employee performance will be good if employees are loyal to the company where they work.

Employee loyalty plays a vital role in the overall success of an organization. According to Reichheld in (Sausan et al., 2021), when employees are highly loyal, it becomes easier for the organization to accomplish its predetermined goals as set by the organization's owners. On the other hand, organizations with low employee loyalty face greater challenges in attaining their established objectives. Employee loyalty is closely linked to the attitudes and behaviors exhibited by employees within the company. Loyal employees prioritize the organization's interests over their own, actively supporting and advancing organizational goals. However, it is important to note that employee loyalty cannot thrive if the company's conditions and treatment of employees are unsupportive. Employees will feel satisfied in carrying out their work if they are under a leader who always supports the activities carried out by employees. This is because a supportive leader can influence overall operational performance from efficiency and effectiveness so as to achieve company goals.

Supportive leadership is a leadership style that is oriented towards friendly and easy-to-reach leader relationships. Supportive leaders can show concern for the welfare and personal needs of their employees (Rowold & Schlotz, 2009). A supportive leadership style allows employees to fight injustice. The ability of a leader to be able to influence or have a significant effect on the attitudes, beliefs, feelings, and behavior of others. (Khassawneh & Elrehail, 2022) explain that leadership is a catalyst aspect in an organization that is able to trigger participation and collaboration from various elements of the organization to achieve common goals. Spector (2012) revealed that leadership in each organization is different, depending on the context of the organizational situation, such as Authoritative Leadership, Democratic Leadership, or Transformational Leadership. Unlike the several leadership styles previously mentioned, Participative Leadership is a leadership style that accommodates leaders so they can involve members in making decisions together, or share influence with each other during the decision-making process. Supportive Leadership provides opportunities for organizations to increase the participation of organizational members, and strengthen the basis of relations between leaders and employees (Wibowo & Bhinekawati, 2021).

Based on the above variables, it will be formed in a conceptual framework model based on the Ability, Motivation, Opportunity (AMO) theory to build a research model in order to solve the problem above. This theory states that employee performance will be good if employees have the ability, are motivated at work and there are opportunities to develop within an organization or company. If an organization or company wants to be said to be successful, if all members have the desire, want and are able to use the abilities they have in doing a job. This view implies that motivation and ability together will determine the performance of organizational members (Appelbaum, 2000).

The conceptual framework model based on the AMO theory (Ability, Motivation, Opportunities) will be tested at PT. IMC Surabaya, is a company that started by producing containers until now it has penetrated into the world of classic cars, this company is also a company that really needs high strength so it has to be more careful in making containers and classic car bodies, otherwise there will be mistakes in work and only leaders can direct well and encourage employees to be more enthusiastic about achieving the desired targets. PT. IMC Surabaya in an effort to maximize the abilities possessed by employees, the management or leaders carry out various forms of activities carried out to improve the abilities or performance of employees.

Formulation of the problem

Based on this background, the following problem formulation appears:

1. Does supportive leadership have a significant effect on employee loyalty?
2. Does employee loyalty have a significant effect on employee performance?
3. Does supportive leadership have a significant effect on employee performance?
4. Does employee loyalty mediate the significant effect of supportive leadership on employee performance?

2. Literature Review

Resource Theory of Ability, Motivation, Opportunity (AMO)

The theory known as Ability-Motivation-Opportunity (AMO) emerged from a theoretical discussion between industrial psychology, which emphasizes the role of training and selection in performance (referred to as ability), and social psychology, which emphasizes the significance of motivation in employee performance (MacInnis & Jaworski, 1989). The AMO theory was initially introduced by (Blumberg & Pringle, 1982), who proposed an interactive relationship by considering ability and motivation, and explained performance using the equation $P = f(A \times M)$. Later, (Blumberg & Pringle, 1982) expanded the model by introducing a new element called opportunity. Consequently, performance is seen as a function of the capacity to perform (including variables such as age, knowledge, education level, and energy level), the motivation to perform (including variables such as motivation, job satisfaction, personality, values, and expectations), and the opportunity to perform (including variables such as working conditions, equipment, materials, leader behavior, procedures, and time). These elements—opportunity, capacity, and willingness—are considered integral parts of performance, and the theory assumes an interactive model expressed as $P = f(O \times C \times W)$ (Blumberg & Pringle, 1982).

The concept of the AMO theory was further expanded upon by (Bailey, 1993), who emphasized the importance of three components in ensuring employee discretionary effort. These components include employees possessing the necessary skills, having motivation, and receiving support from competent superiors who provide opportunities for employee engagement within the organization (Marin-Garcia & Tomas, 2016). Building upon this framework,

the concept of High-Performance Work System (HPWS) was later developed by (Appelbaum, 2000), which encompasses three key elements for enhancing employee performance: individual abilities (A), motivation (M), and opportunities for participation (O) (Marin-Garcia & Tomas, 2016).

Supportive Leadership

According to (Tohardi, 2010) Leadership involves influencing the actions of individuals or groups towards the accomplishment of specific objectives within given circumstances. It entails effectively communicating with and exerting influence over multiple individuals in order to achieve desired goals. Leadership is an element of management, and it is the capacity to influence people to work towards a common goal. This provides group cohesion and encourages it to achieve its goals (Wahjoedi, 2021). Leadership is an activity carried out by someone in human relations to influence others and is directed through the communication process with the aim that these other people want to do something in an effort to achieve what is desired for people who influence all employees in companies or organizations (Rowold & Schlotz, 2009).

Leadership in general seeks to provide explanations and interpretations of leaders and leadership by presenting several aspects, including: Historical background of leaders and leadership. Leadership emerges in line with human civilization.

Supportive Leadership is a leadership style of a leader who is easy to get along with, cares for others, is considerate, and can create work welfare so as to satisfy the hearts of his subordinates, employees, staff and his team. This supportive leadership style is able to pump and increase the self-motivation of subordinates, employees, staff and teams to work more comfortably and effectively. The welfare or well-being of subordinates, employees, staff and teams is also a special concern for leaders who adhere to supportive leadership.

(House, 1971), based on path goal theory, states that supportive leadership has a duty to assist, guide, direct and provide support to subordinates, employees, staff and teams. While also ensuring that company, industry and organizational goals are in accordance with the goals of the processes and steps that are carried out together. Supportive leadership is a leadership style in which the leader will focus on the needs and satisfaction of subordinates, employees, staff and teams so that corporate, industrial and organizational goals can be achieved according to their responsibilities (House & Mitchell, 1975).

In organizations, industries and companies whose leaders 'use' a supportive leadership style, a conducive work environment will be created which will provide great benefits for the success and well-being of their subordinates, employees, staff and teams as well as the organization (Gibson et al., 2000); (Daft, 2014). Supportive leadership can also increase self-confidence, motivation and self-confidence in the competence of subordinates, employees, staff and their teams. Relationships between fellow subordinates, employees, staff and teams with good and warm leaders will minimize stress levels (Graen et al., 1982).

Employee Loyalty

Loyalty is a widely used concept and can be explained in many ways. The theory of loyalty (employee loyalty) was first developed by (Hirschman, 1970). It begins by referring to the concept of having "a special attachment to a company or organization". According to (Wiklund & Jansson, 2019) explaining that leaders have loyal employees is important for a company or organization. Employees can be loyal to many different things, both one at a time and at the same time (Wiklund & Jansson, 2019)..

There are several assumptions that employee loyalty is a desire employee to be directly involved in work matters and the desire to continue to work with and to the employer because there has been a growing sense of trust and comfort from the relationship (Mathieu & Zajac, 1990). Employee loyalty is a measure of relative strength to see how involved employees are in their work in a company. Several previous researchers argued that employee loyalty is a basic principle that forms attitudes and emotional bonds in employees and this bond is able to develop into a company, both from positive and negative ties to work (Mehta et al., 2010).

According to (Preko & Adjetey, 2013) the term loyalty will lead to employees who are committed to a successful company and believe working for this organization is the best choice. Employee loyalty is the attitude and behavior of organizational members that can reflect loyalty to the organization or company. Promoting products and services, maintaining the image of the organization are some concrete forms of employee loyalty..

Job Performance

Job performance, also known as actual performance, refers to the tangible work output or accomplishments attained by an individual. The definition of performance entails evaluating the quality and quantity of work completed by an employee in fulfilling their assigned responsibilities (Sartika, 2014). Performance is closely tied to the strategic goals of the organization, customer satisfaction, and overall contribution to the economy. It encompasses both the execution of tasks and the outcomes derived from those tasks. Performance focuses on the actions taken and the manner in which they are carried out.

Performance is the outcome of an employee's work and can be seen as the attainment of desired objectives. It is influenced by a range of factors that impact the functions and activities of both individuals and groups within an organization, all with the aim of achieving organizational goals within a specified timeframe. These factors can be categorized into three main areas: (a) individual factors, encompassing aspects such as job comprehension, experience, family background, social and economic status, and demographic variables; (b) organizational factors, including leadership, job design, available resources, and organizational structure, among others; and (c) psychological factors, which involve perceptions of work, attitudes, motivation, personality traits, and more (Soekidjo, 2009).

Job evaluation plays a crucial role in the effective and efficient development of an organization or company, as it enables the implementation of improved policies and programs for human resources. Individual performance appraisal holds significant value for the overall growth dynamics of the organization, as it provides insights into the condition of employee performance. As stated by (Sastrohadiwiry & Syuhada, 2021), performance stems from job performance, which refers to the work accomplishments attained by an individual in fulfilling their assigned tasks and responsibilities (Sastrohadiwiry & Syuhada, 2021).

Based on some of the descriptions above, performance can be described as the attainment of goals and standards set for a person's work, reflecting their achievements in carrying out their tasks by the job and can produce good performance for employees which will later affect the level of reward.

According to the description that has been provided above. The conceptual underpinning for this study is defined in greater depth as follows:

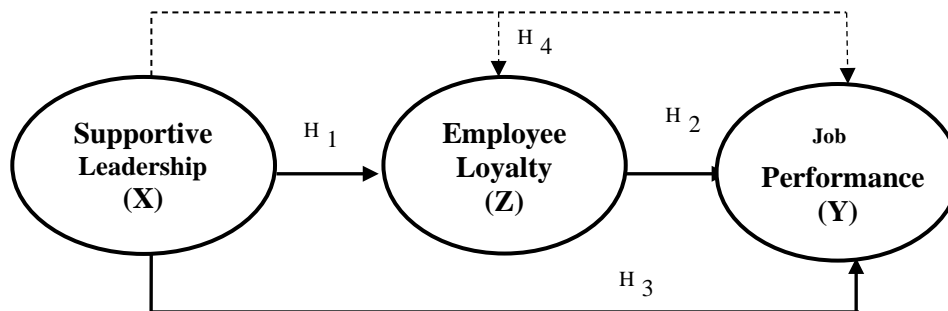


Fig. 1 – conceptual framework

The research hypotheses used in this study include the following:

- H1: Supportive Leadership has a significant effect on Employee Loyalty.
- H2: Employee Loyalty has a significant effect on Job Performance.
- H3: Supportive Leadership has a significant effect on Job performance.
- H4: Employee Loyalty mediates a significant influence between Supportive Leadership on Job Performance.

3. Methods

The objective of this study was to examine the impact of Supportive Leadership, Employee Loyalty, and Job Performance on enhancing employee creativity. This research adopts a quantitative approach. The study focuses on the employees of PT. IMC, with a total population of 116 individuals. The collected data is processed using the SPSS program. Data collection and samples carried out in this study used a survey with direct observation and distributed questionnaires online via Google Forms.

The required number of samples from a population, the researcher uses the slovin formula as follows:

$$N = \frac{N}{1 + Ne^2}$$

$$\frac{116}{1 + 116(0,05)^2}$$

N = 89.9 or rounded up to 90 respondents

Based on the calculations made above, it can be concluded that the number of samples from a population of 116 people with an error rate of 5% is 90 respondents

A data collection technique is a way of gathering facts or information from the field in order to draw a conclusion. A questionnaire was used as the method for gathering data for this investigation. A questionnaire, as defined by (Sugiyono, 2017, p. 142) is a method of data collection that involves asking respondents to reply to questions or written comments. Questionnaires were conducted openly and closed.

A Likert scale is used as the variable measuring approach in this investigation. The Likert scale is used to gauge someone's attitude, opinion, and impression of them or a collection of social phenomena (Sugiyono, 2019, p. 146).

Table 1 - 5 levels of preference for answers.

Statement	Weight
Strongly Agree	5
Agree	4
Less agree	3
Disagree	2
Strongly Disagree	1

4. Results and Discussion

4.1. Validity Test

According to (Ghozali, 2011), validity is an indicator that measures the extent to which an instrument can be considered valid or invalid. The validity of an instrument can be said to be fulfilled if the instrument is able to correctly disclose data that is relevant to the variable being studied.

Table 2 - Result of validity test.

Statement Item	Sig. X	Sig. Z	Sig. Y	Sig. Std	Remark
1	0.714	0.611	0.615	0.000	Valid
2	0.707	0.572	0.581	0.000	Valid
3	0.659	0.612	0.660	0.000	Valid
4	0.530	0.727	0.625	0.000	Valid
5	0.511	0.662	0.500	0.000	Valid
6	0.555	0.479	0.546	0.000	Valid
7	0.394	0.491	0.592	0.000	Valid
8	0.643	0.681	0.658	0.000	Valid
9	0.621	0.628	0.578	0.000	Valid
10	0.553	0.672	0.767	0.000	Valid
11	0.643	0.697	0.657	0.000	Valid
12	0.543	0.620	0.612	0.000	Valid

The results from the table above can be seen that overall the statements of the variables Supportive leadership, Employee loyalty, and Job Performance show that the data on the statements of the three variables are valid because the significance value is below 0.05, meaning that all statements on the three variables show data valid.

4.2. Reliability Test

The Reliability Test is utilized to assess the questionnaire's measurement properties as an indicator of a variable. A construct or variable is considered reliable when it demonstrates a Cronbach Alpha value greater than 0.6 (Ghozali, 2011).

Table 3 - Result of reliability test.

Variable	Calculation of Cronbach alpha	Limit Value	Remark
Supportive Leadership (X)	0.646	0.6	Reliable
Employee Loyalty (Z)	0.639	0.6	Reliable
Job Performance (Y)	0.799	0.6	Reliable

From the data above, it can be seen that all variables are reliable because all Cronbach's alpha values are greater than the cutoff value of 0.6, this means that all variables in this study are reliable and there is consistency in answers, so all variables have reliability and the research can continue with the analysis.

4.3. Linear Regression Analysis

4.3.1. Model 1 equation

As for the results of the analysis of the data that has been processed, found the results of the following equations:

Table 4 – X to Z Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	17.439	4.153		4.199	0.000
Supportive Leadership	0.677	0.081	0.665	8.358	0.000

a. Dependent Variable: Employee Loyalty

Based on the table above, a simple regression equation can be determined as follows:

$$Y = 0.665 X + e$$

The numbers in the simple linear regression equation above can be, this means that the supportive leadership variable has a close relationship with the employee loyalty variable, which is equal to 0.665. These results indicate that good supportive leadership will affect the resulting employee loyalty, so it can be said that the supportive leadership shown to employees able to influence employee loyalty as expected.

4.3.2. Model 2 equation

As for the results of the analysis of the data that has been processed, found the results of the following equations:

Table 5 – Z to Y Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	28.499	4.642		6.139	0.000
Employee Loyalty	0.454	0.089	0.478	5.109	0.000

a. Dependent Variable: Job Performance

Based on the table above, a simple regression equation can be determined as follows:

$$Y = 0.478 Z + e$$

The numbers in the simple linear regression equation above can be, this means that the employee loyalty variable has a close relationship with the job performance variable, which is equal to 0.478. These results indicate that good employee loyalty will affect the resulting job performance, so it can be said that the employee loyalty shown to employees able to influence job performance as expected.

4.3.3. Model 3 equation

As for the results of the analysis of the data that has been processed, found the results of the following equations:

Table 6 – X to Y Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	28.951	4.662		6.210	0.000
Supportive Leadership	0.454	0.091	0.470	4.990	0.000

b. Dependent Variable: Job Performance

Based on the table above, a simple regression equation can be determined as follows:

$$Y = 0.470 X + e$$

The numbers in the simple linear regression equation above can be, this means that the supportive leadership variable has a close relationship with the job performance variable, which is equal to 0.470. These results indicate that with good supportive leadership it will affect the resulting job performance, so it can be said that supportive leadership shown to employees able to influence job performance as expected.

4.3.4. Model 4 equation

As for the results of the analysis of the data that has been processed, found the results of the following equations:

Table 7 – X and Z to Y Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	24.025	4.972		4.832	0.000
	Supportive Leadership	0.263	0.119	0.272	2.214	0.029
	Employee Loyalty	0.282	0.116	0.298	2.425	0.017

c. Dependent Variable: Job Performance

Based on the table above, a simple regression equation can be determined as follows:

$$Y = 0.272 X + 0.298 Z + e$$

From equations 1 and 2 and 3 as described in the table above, the magnitude of direct and indirect influence is obtained as follows:

- The effect of Supportive Leadership on job performance is 0.272.
- The effect of Supportive Leadership on job performance through the mediating variable Employee Loyalty is $0.272 \times 0.298 = 0.081$.

The analysis of the direct and indirect effects of Supportive Leadership on job performance reveals that the indirect effect of the supportive leadership variable is smaller in magnitude compared to the direct effect. This implies that employee loyalty does not serve as a mediating factor in the relationship between supportive leadership and job performance.

4.4. Partial Test

The purpose of this test is to assess the individual impact of each independent variable on the associated variables. The effects of the variables can be estimated by comparing the t-count with the t-table. If the t-count value is greater than or equal to the t-table value, it indicates that the independent variables have a significant individual influence on the associated variables. On the other hand, if the t-count value is less than or equal to the t-table value, it suggests that the independent variables do not have a significant individual influence on the associated variables.

Table 8 – Summary t-test

Variable	Sig.	Remark
X - Z	0.000	Influential
Z - Y	0.000	Influential
X - Y	0.000	Influential

Based on the results of the t test in the table above, it shows that each variable, namely Supportive leadership and Employee loyalty, partially has a positive effect on the Job Performance variable. This can be proven from the table above where the significance value of the two variables is below the significance value of 0.05, so that the two variables partially affect the Job Performance variable.

Based on the results of the t test in the table above, it shows that the supportive leadership variable has a positive effect on employee loyalty. This can be proven from the table above where the significance value shows below the significance of 0.05, so that the supportive leadership variable partially has a positive effect on employee loyalty variables.

Based on the explanation of the significance results, it can be seen that each of the first to third hypotheses shows that all variables have a strong influence on the variables they influence.

4.5. Path Analysis

This study uses the path analysis method to analyze the relationship between variables. Path analysis is used to determine the direct or indirect effect of a group of independent (exogenous) variables on the dependent (endogenous) variable. Based on the results of simple regression, it can be seen that the formulation is as follows:

Table 9 – Summary of Model Parameter Estimation

1. Model	2. Unstandardized Coefficients Beta	3. Unstandardized Coefficients Error	5. t	6. Sig.
7.	8. Equation 1 (X to Z)		9.	10.
11. Model 1	12. 0.677	13. 0.081	14. 8.358	15. 0.000
16.	17. Equation 4 (X and Z to Y)		18.	19.
20. Model 2 (X)	21. 0.263	22. 0.119	23. 2.214	24. 0.029
25. (Z)	26. 0.282	27. 0.116	28. 2.425	29. 0.017

Based on the results of the figures and tables above, it can be determined that the indirect effect of the Employee Loyalty variable is calculated through the Sobel test as follows:

$$Z = \frac{A \cdot b}{\sqrt{(b^2 \cdot SE_a^2) + (a^2 \cdot SE_b^2)}}$$

$$Z = 2.262$$

The results of the Sobel test calculations carried out obtained a Z value of 2.262, so that with a Z value obtained of 2.262 < 1.98 with a significance level of 5%, it means that employee loyalty can mediate the relationship of supportive leadership with job performance.

4.6. Discussion

The Effect of Supportive Leadership on Employee Loyalty.

Based on the results of hypothesis testing, it shows that supportive leadership has a positive effect on employee loyalty. This shows that the higher a leader supports subordinates, the more employee loyalty to the company increases. The results of this study support the AMO theory (ability, motivation, opportunity).

The AMO theory can be operationalized as follows, that leadership that provides support (supportive leadership) has a significant impact on employee loyalty to the company (employee loyalty). When a leader adopts a supportive leadership style, they demonstrate concern, empathy, and concern for the needs and well-being of their employees. By receiving this support and attention, employees feel valued and personally cared for. They feel that their leaders' value them and care about their success and development. In a supportive work environment, employees feel motivated, have trust, and have an emotional attachment to the company. This creates a strong sense of loyalty among the employees, where they tend to stay loyal to the company and make maximum contributions. With leadership that provides support, employees feel valued and cared for, thereby increasing their level of loyalty to the company.

The Effect of Employee Loyalty on Job Performance

Based on the results of hypothesis testing, it shows that employee loyalty has a positive effect on job performance. This shows that the higher employee loyalty to a company can improve employee performance towards the company.

The results of this study support the AMO theory (ability, motivation, opportunity). The AMO theory can be operationalized as follows, that employee loyalty has an important role in influencing work performance. When employees are loyal to their organization, they tend to have higher levels of motivation, commitment, and responsibility towards their jobs. They feel an emotional connection and pride in being part of the company, which encourages them to go beyond the demands of their job. This increased motivation and sense of belonging results in increased productivity, quality of work and overall work performance. In addition, loyal employees tend to stay with the company longer, so they can develop a deeper understanding of the company's tasks, processes, and culture, which also improves their job performance.

The Effect of Supportive Leadership on Job Performance

Based on the results of hypothesis testing, it shows that supportive leadership has a positive effect on job performance. This shows that the higher the motivation given by superiors, the more it will improve the performance or performance of employees towards the company. The results of this study support the AMO theory (ability, motivation, opportunity).

The AMO theory can be operationalized as follows, that supportive leadership has a major influence on work performance. This leadership style involves leaders who are caring, empathetic, and supportive of the needs and development of employees. When employees feel support and concern from their leaders, they feel valued, heard, and acknowledged. This creates a positive work environment where employees feel motivated, confident and empowered. Leaders who provide support help overcome obstacles and facilitate employees in achieving their goals. With this support, employees become more enthusiastic, take initiative, and are committed to giving the best performance. Leaders who provide support also help develop employee skills and potential, thus enhancing overall employability.

The Effect of Supportive Leadership on Job Performance through Employee Loyalty

Based on the results of the path analysis shows that Employee Loyalty can mediate between Supportive Leadership and Job Performance. This shows that the attitudes and behavior of leaders can improve employee performance so that employees will feel loyal and motivated towards the company. The results of this study support the theory of AMO (ability, motivation, opportunity) and penetration.

The AMO theory can be operationalized as follows, that Employee loyalty can mediate the effect of Supportive Leadership on Employee Job Performance. This can happen because workers who have high or low loyalty can increase a person's chances of improving performance. Based on support from leaders, employees who receive support, both material and psychological, can certainly increase their sense of ownership, giving rise to loyalty which can increase an employee's job performance.

5. Conclusion

Based on the research results, there are conclusions from data analysis regarding the influence of Supportive Leadership on Job Performance with Employee Loyalty as a mediating variable, which is explained as follows:

- 1) The results of the study show that Supportive Leadership has an effect on Employee Loyalty. This shows that leaders who appreciate the achievements of an employee in the form of speech or goods, of course employees will feel comfortable and have a sense of ownership of an entity, giving rise to a high sense of loyalty to these employees.
- 2) The results of the study show that Employee Loyalty has an effect on Job Performance. This shows that high employee loyalty will tend to have high quality. So that the employee lasts longer in the company. So that these employees learn many things that can improve the work performance of these employees.
- 3) The results of the study show that Supportive Leadership has an effect on Job Performance. This shows that leaders who provide assistance either directly or indirectly will certainly have an impact on employees who feel valued, so that an employee's performance will increase due to the support of the leadership.
- 4) The results of the study show that Employee Loyalty has a direct influence between Supportive Leadership and Job Performance. This shows that leaders who have a positive impact on employees, both in the form of goods and good words, will certainly create a sense of pride for employees. Employees who are treated well by the leadership will certainly have a sense of ownership in an entity, resulting in motivation that can improve the work performance of an employee.

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