The Effect of Management Support and Service Quality on Employee Performance with Job Satisfaction as an Intervening Variable at PT. Inti Hidup Sejahtera

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ABSTRACT

This study examines the effect of management support and service quality on employee performance, with job satisfaction as an intervening variable at PT Inti Hidup Sejahtera. A quantitative approach with an associative design was employed, involving a population of 35 employees selected using simple random sampling. Primary data were collected through a questionnaire survey and analyzed using statistical methods. The findings indicate that management support has a positive and significant effect on employee performance through job satisfaction as an intervening variable, with a specific indirect effect of 0.237, a t-statistic of 2.163, and a p-value of 0.031 (<0.05). This confirms that job satisfaction mediates the relationship between management support and employee performance. Conversely, service quality has a positive but insignificant effect on employee performance through job satisfaction, with a specific indirect effect of 0.686, a t-statistic of 1.564, and a p-value of 0.118 (>0.05). This suggests that job satisfaction does not effectively mediate the relationship between service quality and employee performance. Overall, these findings highlight the critical role of management support in improving employee performance through job satisfaction, while service quality alone does not significantly contribute to employee performance via job satisfaction.

Keywords: Management Support, Service Quality, Job Satisfaction, Employee Performance

1. INTRODUCTION

Human Resources play a crucial role in helping organizations achieve their desired objectives. Humans become the main resource and as a foundation in managing the organization so that it can lead to the planned goals. The strategic position of the organization greatly determines the progress or development of the organization in competition. Achieving goals does not just depend on technology, but the people who carry out the work. The ability to achieve optimal work outcomes while satisfying requirements is also influenced by the contributions of employees in a business or firm.

PT Inti Hidup Sejahtera is one of the distributors of various brands of milk located on Jl. Hanura Srikaton Village, Tugumulyo District, Musi Rawas Regency. Competition between milk distributor companies is becoming very tight, so every milk distributor company needs to have a special strategy to face competition. Businesses like today require a marketing concept that is right on target to achieve success for the company. Marketing starts with a good idea to achieve long-term profits, companies must be able to understand consumers based on their needs and desires The company must divide its market into segments or consumer groups and determine the desires of each of these segments. Marketing is expected to meet customer needs, required to provide quality service that has advantages for its customers, set prices, and promote products and services effectively.

Performance within an organization is the outcome of the efforts put in by individuals or teams, within the boundaries of their designated roles and duties, with the aim of meeting the company's objectives in

compliance with legal regulations and moral standards (Sinambela, 2018). To improve performance, competent resources are needed, having adequate abilities and skills in carrying out their duties. In addition, sufficient support from the organization and competent management are key factors in helping individuals reach their peak performance levels.

The form of management support includes the availability of facilities such as training and assistance for system users when they encounter issues related to the system. The third factor, management support, is a process in which management gains experience, expertise, and attitudes to become successful leaders in their organization, ultimately enhancing employee performance. This research is consistent with previous findings that show how the level of support from management has a significant impact on the performance of employees at Grand Dian Hotel (Hikmah et al., 2019). Furthermore, this study is consistent with the findings of Simanjuntak in Djonu et al. (2023), which state that employee performance in a company is influenced by individual capabilities, company support, and management support.

Employee performance is also affected by management support. Management support and recognition are among the most crucial aspects for employees within an organization. Employees are more inclined to actively contribute to the organization's goals when they feel that the management is backing them (Ashar & Murgianto in Syavitri et al. (2023)).

In addition to management support, service quality is another critical factor in improving employee performance. This study aligns with Marissa's findings in Syavitri et al. (2023), which indicate that service quality and warehouse registration recommendation letters collectively influence employee performance. This is also consistent with the study conducted by Dintyani & Maskan (2017). The results of the study indicate that the quality of service has a moderate yet simultaneous favorable and meaningful influence on the efficiency of workers at the Kadia Sub-District Office in Kendari City.

The overall quality of service is dependent on how well the desires of consumers match up with their actual experiences. Every aspect of the company is accountable for delivering high-quality service to customers. Service quality is often defined by the gap between expectations and actual performance in terms of attitude and relationships. The key to providing better service quality is to meet or exceed the service quality expectations of target customers. Service quality is defined as a reflection of one's outlook, the connection that forms from assessing expectations against actual performance. Satisfaction hinges on the variance between perceived performance and expectations; consumers experience dissatisfaction when perceived performance falls short of expectations, but feel content when perceived performance meets or surpasses expectations. This aligns with findings from study of Lengkong et al. (2021) that the presence of tangible aspects, empathy, responsiveness, reliability, and assurance contribute to the overall employee performance at the Best Western Manado hotel.

Boosting employee productivity is crucial, as is ensuring that employees are content with their jobs. Job satisfaction encompasses a range of feelings and opinions individuals have about their work. An individual's attitude towards their job can indicate both positive and negative experiences at work, as well as their expectations for the future. Job satisfaction is the extent to which employees feel fulfilled by meeting their personal needs through their work experiences (Bangun, 2018; Yukl & Gardner, 2019).

The connection between job satisfaction and employee performance is highlighted in studies that show job satisfaction stemming from mental well-being. Positive job satisfaction boosts performance, while lower satisfaction levels hinder performance. Essentially, job satisfaction plays a crucial role in determining performance outcomes, which align with existing research findings of Rosita & Tri (2016).

Field observations have revealed numerous issues that are negatively affecting the performance of employees at PT Inti Hidup Sejahtera. In order to enhance employee performance, the company needs to focus on various elements that can have an impact, such as management support. The employees lack the ability and knowledge to effectively analyze the company, resulting in a missed opportunity. Additionally, there is a lack of creativity among employees when it comes to generating ideas to boost sales, employees have not been able to solve problems when conflicts arise in the field and still lack the ability of employees to interact and communicate with others, meaning that management support has not been fully fulfilled to improve the ability, understanding of employees in making sales in this case the company must provide support in the

form of training and strengthening of human resources so that employees have knowledge from broad insights in accordance with the employee's work capacity.

The company's service quality issues are hindering their ability to deliver promised services on time, impeding the development of employee knowledge and behavior to gain customer trust, and failing to prioritize individual consumer attention and sensitivity to their needs, thus affecting overall performance. In the implementation in the field, the quality of service provided is still not maximized, especially in the delivery and distribution of goods, consumers always complain because of the delay in orders, so the company may experience a decrease in customer trust due to this.

In terms of job satisfaction factors, the company has not yet provided health and safety guarantees for employees. The work environment is also less comfortable due to the narrow building space, the lack of ample parking areas, and the absence of clear promotion opportunities and career advancement paths. These issues significantly impact employee performance. Job satisfaction must be a priority for the company. Observations indicate the absence of health insurance (BPJS), which should be provided to enhance job satisfaction. The company must offer health and safety guarantees to ensure employees feel secure while working.

Regarding employee performance factors, the company has not yet achieved its work objectives and targets, particularly in terms of work activity time standards and service quality, which remains suboptimal. This affects employee performance, along with the uneven distribution of management support and job satisfaction among employees. These factors collectively contribute to a decline in employee performance.

Work performance refers to the results achieved by a person or a team in a company, based on their assigned tasks and roles, in order to reach the organization's objectives in a lawful, ethical, and moral manner (Sinambela, 2018). To improve performance, competent human resources are required—those with adequate skills and abilities to perform their tasks effectively. Strong management support is also essential in achieving optimal performance. In addition to organizational support, management support significantly influences employee performance. Proper implementation of a reward system by management can positively impact both subordinates and leaders (Rondonuwu et al., 2021). Similarly, Simanjuntak (cited in Djonu et al. (2023)) stated that employee performance in a company is influenced by individual capabilities, company support, and management support.

Not only does having the support of management help improve employee performance, but the quality of service provided also plays a significant role. This study corroborates findings from other research conducted by Marissa in Syavitri et al. (2023) that there is an effect of service quality and warehouse registration recommendation letters together on employee performance. Job satisfaction also plays a critical role in improving employee performance. Job satisfaction reflects employees' general attitudes toward their jobs, encompassing their positive and negative experiences, as well as their expectations for future experiences. According to Wexley and Yukl (cited in Bangun (2018)), job satisfaction is the degree to which employees feel fulfilled in meeting their personal needs through their work experiences.

This research is conducted to investigate the impact of different factors on employee performance at PT Inti Hidup Sejahtera. The study aims to explore the correlation between management support and employee performance, as well as the link between service quality and employee performance at the company. This research also seeks to investigate the impact of management support and service quality on job satisfaction at PT Inti Hidup Sejahtera. Moreover, it aims to examine the relationship between job satisfaction and employee performance. Additionally, the study will explore how management support and service quality indirectly influence employee performance by affecting job satisfaction at PT Inti Hidup Sejahtera.

2. LITERATURE REVIEW

2.1. Management Support

Management support, such as the implementation of a good reward system, can affect the performance of subordinates and leaders (Rondonuwu et al., 2021). Management support can be described as the level at which supervisors offer effective communication, aid, and backing to their team members while they fulfill their responsibilities (Sofiyani, 2018). Furthermore, Simanjuntak defines management support as managerial or leadership skills in the organization, both through designing work systems and industrial relations that

ensure security and harmony, as well as developing employee abilities. According to Hikmah et al. (2019), there are several factors that are indicators of management support, including:

a. Conceptual Skills: The ability to see the big picture, think logically, and analyze complex situations. This skill also includes the ability to formulate concepts, convey ideas, and provide problem-solving considerations.
b. Interpersonal Skills: The ability to interact and communicate with others. These skills are also known as soft skills or human skills.
c. Technical Skills: Technical skills refer to the expertise and understanding necessary to carry out specific duties within a particular industry. They are commonly referred to as hard skills.

2.2. Service Quality

Service quality refers to the combined features and attributes of a product or service that impact its capacity to meet both explicit and implicit requirements (Wibawa & Tiarawati, 2015). According to Masili et al. (2022) there are several indicators of service quality as follows:

a. Reliability, being able to deliver services accurately as promised is essential for a company to maintain customer satisfaction. Failing to uphold promises can result in a decline in customer satisfaction.
b. Responsiveness, the company's ability to assist customers and deliver suitable services is demonstrated through the direct action of its employees, ensuring prompt and responsive service.
c. Assurance, empowering employees with the necessary skills and attitudes to instill trust and assurance among customers when using the provided services.
d. Empathy, the organization's capacity for employees to engage directly with customers and cater to their individual needs, demonstrating a heightened awareness of consumer preferences.
e. Tangibles, physical proof of the dedication and focus shown by service providers to their customers.

2.3. Job Satisfaction

According to Sule (2018), job satisfaction refers to how happy or discontent a person feels about their job. There are various factors that can affect job satisfaction such as salary, advancement opportunities, managerial support, perks, recognition, work environment, colleagues, the nature of the job, and communication.

2.4. Employee Performance

Achieving success within an organization is dependent on the actions of individuals or teams working within their designated roles and responsibilities to meet the goals of the organization in a lawful and ethical manner (Sinambela, 2018). According to Wibowo (2016), there are 7 performance indicators, namely:

a. Goal: A target that a person or group works towards achieving.
b. Standard: Significance lies in establishing a timeline for achieving goals. Benchmarks provided by standards help in evaluating the feasibility of reaching the desired objective. The absence of standards makes it difficult to predict when a goal will be met.
c. Feedback: Goals, criteria, and critique are connected. The critique provides an update on advancements, both in caliber and volume, in reaching the objective set by the criteria.
d. Tools or Resources: Tools are items or materials that aid in achieving a specific goal. They play a role in helping to reach desired outcomes.
e. Job Satisfaction: A key requirement for performance. Job satisfaction reflects an individual's ability to effectively carry out assigned tasks.
f. Motive: The reason or driving force behind a person's actions. Managers facilitate employee supervision by offering financial incentives, providing recognition, setting challenging goals, establishing measurable standards, and requesting feedback.
g. Opportunity: Workers require the opportunity to showcase their job effectiveness. A shortage of chances for success can be attributed to two main factors: the availability of time and meeting the required qualifications.

2.5. Framework of Thought

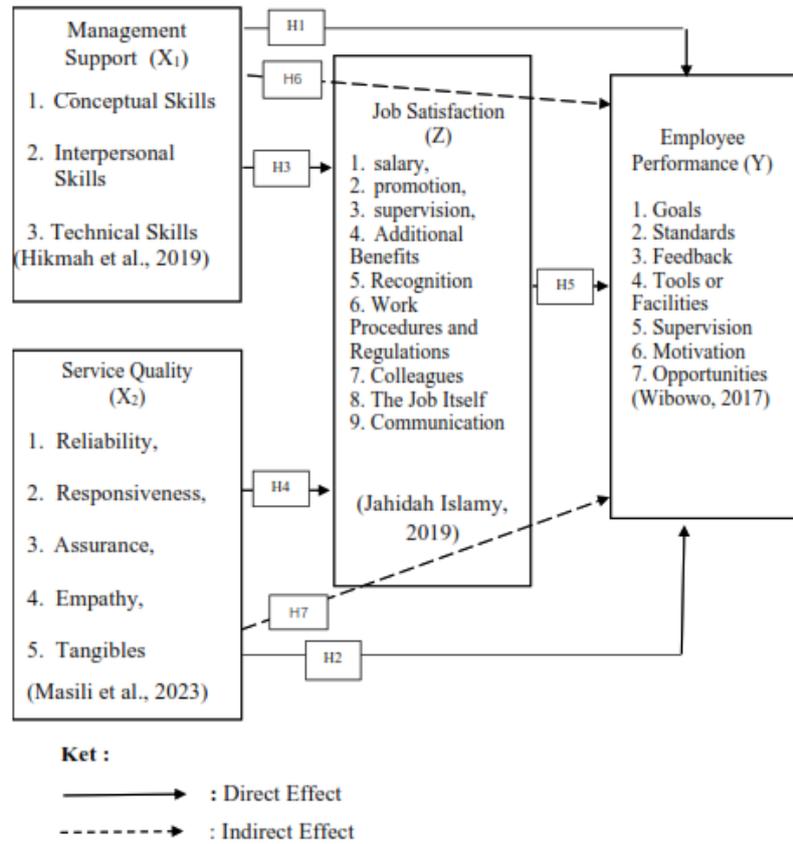The study provides a model for conceptualizing ideas, which is illustrated in the diagram shown in Figure 1.

Figure 1. Framework of Thought

2.6. Hypothesis

Hypotheses are provisional solutions to research problem formulations, which are presented as interrogative sentences. In essence, hypotheses provide a temporary response to the research query, enabling the development of a research hypothesis (Sugiyono, 2016). Considering the framework presented earlier, a hypothesis can be articulated in the following manner:

2.6.1. The effect of management support on employee performance at PT Inti Hidup Sejahtera

Good management support to support the achievement of optimal performance In addition to organizational support, management support also affects employee performance. Management support in the form of implementing a good reward system will affect the performance of subordinates and leaders. (Rondonuwu et al., 2021), Simanjuntak in Djonu et al. (2023), which states that employee performance in a company is affected by individual abilities, company support, and management support. Based on the description above, the following hypothesis is raised:

H1: It is suspected that there is a significant effect of management support on performance at PT Inti Hidup Sejahtera

2.6.2. The effect of Service Quality on employee performance at PT Inti Hidup Sejahtera

The service quality refers to the general features and qualities of a product or service that impact its capability to meet expressed or implied requirements. According to Abdullah and Tantri (Masili et al., 2023), service quality plays a crucial role in enhancing the productivity of employees, which correlates with the findings of Marissa's study (in (Syavitri et al., 2023)). that there is an influence of service quality and warehouse registration letter recommendations together on employee performance. Based on the description above, the following hypothesis is raised:

H2: It is suspected that there is a significant effect of service quality on performance at PT Inti Hidup Sejahtera

2.6.3. The effect of management support on job satisfaction at PT Inti Hidup Sejahtera

Good management support to support the achievement of optimal performance In addition to organizational support, management support also affects employee performance. Management support in the form of implementing a good reward system will affect the performance of subordinates and leaders. (Rondonuwu et al., 2021). According to the study findings, organizational support plays a crucial role in enhancing employee job satisfaction, as indicated by the results of the hypothesis test (Pratami & Muryatini, 2022). Based on the description above, the following hypothesis is raised:

H3: It is suspected that there is a significant effect of management support on job satisfaction at PT Inti Hidup Sejahtera.

2.6.4. The effect of service quality on job satisfaction at PT Inti Hidup Sejahtera

Service quality refers to the collective traits and features of a product or service that impact its capacity to meet both expressed and implied requirements. Based on Abdullah and Tantri (Masili et al., 2023). The results showed that becoming a Social Security participant is one way to improve workers' welfare, the quality of BPJS services affects job satisfaction (Adolph, 2016). Based on the description above, the following hypothesis is raised:

H4: It is suspected that there is a significant effect of service quality on job satisfaction at PT Inti Hidup Sejahtera

2.6.5. The effect of job satisfaction on employee performance at PT Inti Hidup Sejahtera

Job satisfaction is a measure of how content or discontent an individual feels with their job situation (Sule, 2018). The results of job satisfaction research can affect employee performance which makes employees feel like giving their best effort and fighting together to achieve organizational goals (Yunarsih, 2017). According to the information provided, the following assumption can be proposed:

H5: It is suspected that there is a significant effect of job satisfaction on employee performance at PT Inti Hidup Sejahtera

2.6.6. The effect of management support on employee performance through job satisfaction as an intervening variable at PT Inti Hidup Sejahtera

Good management support is essential for achieving optimal performance. In addition to organizational support, management support also influences employee performance. Management support, in the form of implementing a well-structured reward system, can impact both subordinates and leaders (Rondonuwu et al., 2021). Performance refers to the results of the efforts made by either an individual or a team in a company, based on their roles and obligations, as part of efforts to accomplish organizational goals in a legal, ethical, and morally appropriate manner (Wibowo, 2020). Research findings indicate that job satisfaction is boosted by the positive impact of perceived organizational support and teamwork, leading to improved employee performance (Hajiali et al., 2021). Based on the above discussion, the following hypothesis is proposed:

H6: It is suspected that there is a significant effect of management support on employee performance through job satisfaction at PT Inti Hidup Sejahtera

2.6.7. The effect of service quality on employee performance through job satisfaction as an intervening variable at PT Inti Hidup Sejahtera

The quality of service refers to the general features and attributes of a product or service that impact its capacity to meet specified or implied requirements. As per Abdullah and Tantri (Masili et al., 2023), performance is the outcome of efforts that individuals or teams within an organization can produce within their designated roles and duties to fulfill the organization's objectives in a lawful, ethical, and moral manner (Wibowo, 2020). The results of research on the quality of administrative services have a positive and significant effect on performance that is not mediated by job satisfaction; and 7) work culture has a positive and significant effect on performance that is not mediated by job satisfaction of IVET University employees in Semarang (Slamet, 2021). Based on the description above, the following hypothesis is raised:

H7: It is suspected that there is a significant effect of service quality on employee performance through job satisfaction at PT Inti Hidup Sejahtera

3. RESEARCH METHODS

3.1. Population and Sample

According to Rimbano et al. (2022), the population is a broad category of individuals or things with specific traits and quantities determined by researchers for the purpose of analyzing and making conclusions. In this particular research, the population consisted of all staff members at PT Inti Hidup Sejahtera, totaling 35 employees.

The sample represents the size and attributes of the overall population. In this research, the Saturated sample method is utilized, which is also known as Simple (simple when every member of the population is included in the sample (Sugiyono, 2016). Where the researcher took a sample of 35 employees of PT. Inti Hidup Sejahtera.

3.2. Data Source

Primary data is obtained from the responses of the studied respondents, providing insights into opinions or phenomena related to the research object at PT Inti Hidup Sejahtera. Meanwhile, secondary data is collected from institutions, agencies, and literature studies directly related to the research problem, sourced from book references, research journals, and articles.

3.3. Research Instrument Test

3.3.1. Convergent validity

Determines how well an item or group of items align with the intended measurement. A key measure of validity is the factor loading (FL) value, with a value exceeding 0.7 indicating validity. Another way to assess validity is through Convergent Validity, which can be gauged using Average Variance Extracted (AVE). AVE helps determine the degree to which items measuring a variable converge with each other as opposed to items measuring different variables within a model.

3.3.2. Discriminant Validity

Determining the level of differentiation between items designed to gauge a specific factor and items meant to gauge different factors, while also evaluating if items aimed at measuring one factor end up measuring a different factor. The measure used to evaluate discriminant validity is the cross-loading coefficient, which shows the association between each factor and its corresponding indicators, as well as the indicators from other constructs. According to Liu and Li (2011) in Indrawati (2015), a reliable indicator is one that shows a stronger correlation with its intended concept than with other concepts. Evaluating discriminant validity can also be done by looking at the Average Variance Extracted (AVE) value. If the square root of the AVE for a variable is higher than the correlation between that variable and another in the model, then discriminant validity has been established (Indrawati & Shaina, 2021).

3.3.3. Reliability

Internal consistency reliability, in this instance, pertains to the correlation between an indicator variable and a latent variable as they both increase. Cronbach's Alpha (CA) is widely known as the standard for measuring internal consistency, but Composite Reliability (CR) is also used as an alternative. For exploratory research, values of 0.7 are considered acceptable, while values above 0.8 are recommended for more advanced research.

3.4. Data Analysis Method

Data analysis is the process conducted after data from all respondents has been collected. The collected data is then processed using Partial Least Squares (PLS) software, specifically Smart PLS 3.0. In this study, the analysis technique used is Partial Least Squares (PLS) analysis, which is a multivariate statistical method that compares multiple dependent variables with multiple independent variables. Partial Least Squares (PLS) is a structural equation modeling (SEM) statistical method based on variance, designed to address issues in complex multiple regression analyses, particularly those related to specific data conditions such as small sample sizes, missing values, and multicollinearity (Dan & Hartono, 2021).

4. RESULTS AND DISCUSSION

4.1. Research Result

4.1.1. Respondent Characteristics

Respondents who answered the questionnaire were 24 male respondents or 68.6% and 11 female respondents or 31.4% The most dominant respondent was male, namely 68.6%.

Table 1. Respondent Characteristics

Indicators		Total Respondent	Percentage (%)
Questionnaire Distribution Data	Questionnaires Distributed	35	100
	Questionnaires Returned	35	100
	Questionnaires Not Returned	0	0
Gender	Male	24	68.6
	Female	11	31.4
Age	22-30 Years	10	28.6
	31-40 Years	15	42.9
	> 40 Years	10	28.6
Education	High School (SMA)	25	71.4
	Diploma (D3)	2	5.7
	Bachelor's Degree (S1)	8	22.9
	Master's Degree (S2)	0	0.0
Job Position	Chief Commissioner	1	2.9
	President Director	1	2.9
	Deputy Director	1	2.9
	Suvervisor	1	2.9
	Administrative Staff (ADM)	1	2.9
	Accounting	1	2.9
	Warehouse Head	1	2.9
	Warehouse Staff	3	8.6
	Salesmen	12	34.3
	Driver	8	22.9
	Helper	4	11.4
	Clening Service	1	2.9
Work Experience	< 2 Years	5	14.3
	2-5 Years	13	37.1
	5-10 Years	7	20.0
	> 10 Years	10	28.6

Source: Data processed, 2025

The respondents' ages were distributed as follows: 10 individuals (28.6%) were between 22-30 years old, 15 individuals (42.9%) were between 31-40 years old, and 10 individuals (28.6%) were over 40 years old. The findings indicate that the most dominant age group among respondents was 31-40 years old, accounting for 42.9%.

Regarding education levels, 25 respondents (71.4%) had a high school (SMA) education, 2 respondents (5.7%) had a diploma (D3), 8 respondents (22.9%) held a bachelor's degree (S1), and no respondents (0.0%) had a master's degree (S2). The results show that the majority of respondents had a high school education, making up 71.4% of the total.

In terms of job positions, 1 respondent (2.9%) was a Chief Executive Officer (CEO), 1 respondent (2.9%) was a Deputy Director, 1 respondent (2.9%) was a Supervisor, 1 respondent (2.9%) worked in Administration (ADM), 1 respondent (2.9%) was in Accounting, 1 respondent (2.9%) was a Warehouse Head, 3 respondents (8.6%) worked in the Warehouse Department, 12 respondents (34.3%) were Salesmen, 8 respondents (22.9%) were Drivers, 4 respondents (11.4%) were Helpers, and 1 respondent (2.9%) was a Cleaning Service worker.

Regarding work experience, 5 respondents (14.3%) had been working for less than 2 years, 13 respondents (37.1%) had between 2-5 years of experience, 7 respondents (20%) had 5-10 years of experience, and 10 respondents (28.6%) had been working for more than 10 years.

4.1.2. Measurement Model *(Outer Model)*

The data processing results using SmartPLS indicate that all variable indicators have loading values greater than 0.7, meaning they exhibit a high level of validity and meet the criteria for convergent validity. In the convergent validity testing stage, the outer loading or loading factor values are used. This stage evaluates two key criteria: the loading factor values between latent variables and the Average Variance Extracted (AVE). For a study to achieve good discriminant validity, the AVE value must be greater than 0.5. However, this requirement may be relaxed for early-stage research involving scale development.

Table 2. Average Variace Extrated (AVE) Value

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Management Support (X1)	0,964	0,967	0,969	0,778
Service Quality (X2)	0,978	0,979	0,980	0,769
Job Satisfaction (Z)	0,981	0,981	0,982	0,752
Employee Performance (Y)	0,969	0,971	0,972	0,715

Source: Data Processing with SmartPLS 3, 2025

Based on Table 2, the AVE values for the variables are as follows: Management Support (0.778), Service Quality (0.752), Employee Performance (0.769), and Job Satisfaction (0.715). The highest AVE value is found in the Management Support variable at 0.778, which exceeds the threshold of ≥ 0.5. Thus, the AVE values in this study confirm that the variables have good discriminant validity.

4.1.3. Structural Model Testing (Inner Model)

In PLS analysis, each relationship is tested using simulation with the bootstrapping method on the sample. This test aims to minimize data non-normality issues in the study. The results of the bootstrapping analysis using SmartPLS 3 are as follows:
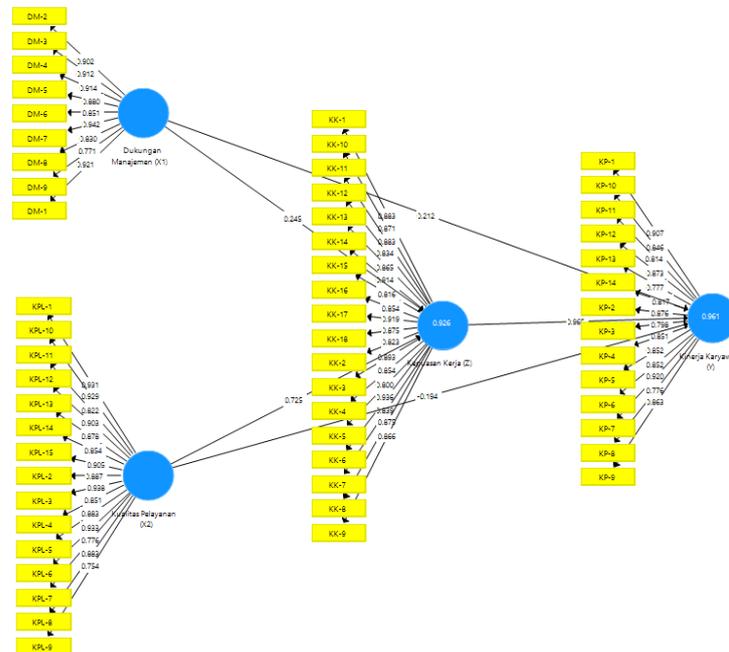

Figure 1. Bootstrapping Output

Figure 1 shows the estimated outer loading values for each latent variable indicator after modification by eliminating or dropping invalid latent variables that do not meet the convergent validity requirements. The inner model analysis explains the influence of exogenous latent variables on endogenous latent variables to determine whether they have a substantive effect. The test performed on the inner model includes:

a. R-Square (R²) Analysis

The R² value indicates the level of determination between exogenous and endogenous variables. A higher R² value signifies a stronger level of determination.

<p align="center">Table 3. R² (R-Square) Values</p>

Variable	R-Square	R-Square Adjusted
Job Satisfaction (Z)	0,923	0,918
Employee Performance (Y)	0,962	0,959

<p align="center">Source: Data Processing with SmartPLS 3, 2025</p>

The influence of exogenous latent variables on endogenous latent variables is represented by the R² values of each latent construct. In this study, the R² value for Employee Performance is 0.962 (96.2%), indicating that 96.2% of the variance in Employee Performance is explained by the independent variables, while the remaining 3.8% is influenced by other factors not included in this study. Similarly, the R² value for Job Satisfaction is 0.923 (92.3%), meaning that Job Satisfaction is explained by Management Support and Service Quality by 92.3%, while the remaining 7.7% is affected by other variables.

4.1.4. Hypothesis Testing

The basis for hypothesis testing is the path coefficient output values. The following table presents the estimation results for hypothesis testing.

<p align="center">Table 4. Total Effect and Specific Indirect Effect Values</p>

	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (ǀO/STDEVǀ)	P Values	Description
Management Support (X1) → Employee Performance (Y)	0,212	0,183	0,187	1,133	Rejected
Service Quality (X2) → Employee Performance (Y)	0,212	0,183	0,187	1,133	Rejected
Job Satisfaction (Z) → Employee Performance (Y)	0,953	1,183	0,482	1,977	Accepted
Management Support (X1) → Job Satisfaction (Z)	0,249	0,262	0,087	2,868	Accepted
Service Quality (X2) → Job Satisfaction (Z)	0,720	0,705	0,107	6,750	Accepted
Management Support (X1) → Job Satisfaction (Z) → Employee Performance (Y)	0,237	0,296	0,110	2,163	Accepted
Service Quality (X2) → Job Satisfaction (Z) → Employee Performance (Y)	0,686	0,858	0,439	1,564	Rejected

<p align="center">Source: Data Processing with SmartPLS 3, 2025</p>

Based on the analysis in Table 4, the effect of Management Support (X1) on Employee Performance (Y) is positive but not significant, with a t-statistic of 1.133, which is lower than the critical t-value (1.689), and a P-value of 0.258. Similarly, the effect of Service Quality (X2) on Employee Performance (Y) is also not significant, with a t-statistic of 0.445 and a P-value of 0.657. Conversely, Job Satisfaction (Z) has a positive and significant effect on Employee Performance (Y), with a t-statistic of 1.973 and a P-value of 0.049. Furthermore, both Management Support (X1) and Service Quality (X2) have positive and significant effects on Job Satisfaction (Z), with t-statistic values of 2.868 and 2.163, respectively.

However, when Job Satisfaction (Z) is used as an intervening variable, the effect of Management Support (X1) and Service Quality (X2) on Employee Performance (Y) remains insignificant, as indicated by t-statistics lower than the critical t-value and P-values above 0.05. This suggests that the mediating effect of Job Satisfaction is not strong enough to enhance the relationship between the independent variables and Employee Performance.

4.2. Discussion

4.2.1. The Effect of Management Support on Employee Performance PT. Inti Hidup Sejahtera

The initial hypothesis (H1) was examined to evaluate the impact of Management Support on performance. The analysis revealed a path coefficient value of 0.212 (21.2%), a t-statistic value of 1.133, and a p-value of 0.258 (>0.05). The findings suggest that although Management Support has a positive effect of 21.2%, it is not deemed significant. Consequently, the initial hypothesis (H1) is invalidated. It implies that the level of support from management at PT Inti Hidup Sejahtera directly affects employee performance; more support leads to better performance while less support results in poorer performance. At PT Inti Hidup Sejahtera, it is believed that strong organizational support plays a crucial role in enhancing employee effectiveness and is vital in reaching company objectives. However, Hikmah et al., (2020) contradict with this findings which

states that Management Support has a significant influence and is able to move others to work as effectively as possible which can improve performance.

4.2.2. The Effect of Service Quality on Employee Performance Employees of PT. Inti Hidup Sejahtera

The results from testing the second hypothesis (H2) show that the impact of Service Quality on performance is represented by a path coefficient value (original sample estimate) of -0.181, a t-statistic value of 0.445, and a p-value of 0.657 (>0.05). These findings suggest that Service Quality has a negative impact of -0.181% which is not deemed significant. As a result, the second hypothesis (H2) has been disproved. In essence, it suggests that the performance of PT Inti Hidup Sejahtera improves with higher quality service and declines with lower quality service provided. These conclusions align with the current situation at PT Inti Hidup Sejahtera where there is room for improvement in the quality of service offered to customers. By enhancing the quality of service, the company's sales turnover can potentially increase, resulting in improved employee performance and overall success. Hence, 1) The organization must invest in training programs for its employees to enhance the level of service provided, 2) It is crucial to prioritize punctuality in serving customers in order to achieve high-quality service, 3) Improving services, particularly in addressing consumer complaints promptly, is essential, 4) The company should focus on maintaining service quality and being attentive to customer needs.

The findings of this research do not align with the studies conducted by Herman (2018) which found that service quality consisting of tangibles, reliability, responsiveness, assurance and empathy has a positive and significant effect on performance. Similar research, conducted by Purwatiningsih (2015) found that the dimensions of service quality have a positive and significant effect on performance.

4.2.3. The Effect of Employee Job Satisfaction on Employee Performance of the Office of PT. Inti Hidup Sejahtera

The test of the third hypothesis (H3) reveals that Job Satisfaction influences Employee Performance, with a path coefficient of 0.953, a t-statistic of 1.977, and a p-value of 0.049 (>0.05). These findings suggest that Job Satisfaction positively impacts performance significantly, accounting for 95.3% of the effect size. As a result, H3 is confirmed. Essentially, higher levels of Job Satisfaction among employees correspond to improved performance at PT. Inti Hidup Sejahtera. On the contrary, decreased Job Satisfaction is linked to a decrease in Employee Performance.

According to research findings, Job Satisfaction is defined as the feeling of contentment or displeasure that workers have towards their jobs. This emotional mindset has the power to impact an employee's productivity. When Job Satisfaction is high, Employee Performance tends to improve. Thus, it can be concluded that employees at PT. Inti Hidup Sejahtera feel satisfied with their work, the compensation they receive, and the available facilities. This suggests that any improvement in Job Satisfaction among employees will lead to an increase in their performance. Therefore, companies should pay close attention to Job Satisfaction to enhance employee performance.

This finding aligns with research conducted by Widiyawati (2021), which found a significant influence of Job Satisfaction on Employee Performance in the Moulding Wood Division of PT. Adi Karya Graha Mulya. It is also consistent with the theory presented by Wijono (2010), which states that Job Satisfaction plays a crucial role in improving employee performance, while dissatisfaction leads to a decline in performance. Similarly, research by Kurniawan & Prasilowati (2019) found employees who experience high levels of job satisfaction typically have a favorable outlook on their tasks, while individuals who are unhappy with their positions display unfavorable attitudes. Job Satisfaction reflects the fulfillment of employee needs according to company standards, where employees feel they receive their rights after fulfilling their responsibilities to the company.

4.2.4. The Effect of Management Support on Job Satisfaction at PT Inti Hidup Sejahtera

The findings from testing the first hypothesis (H4) regarding the impact of management support on job satisfaction revealed a path coefficient value of 0.249 (24.9%), along with a t-statistic value of 2.868 and a p-value of 0.004 (<0.05). These findings suggest that there is a positive and significant influence of 24.9% from management support, leading to the acceptance of the fourth hypothesis (H3). This implies that higher levels of management support result in increased job satisfaction among employees at PT Inti Hidup Sejahtera, while lower levels of support lead to decreased job satisfaction. These findings align with the observed conditions at PT Inti Hidup Sejahtera, highlighting the importance of management support in enhancing job satisfaction.

This research demonstrates that the level of support from management significantly influences employee job satisfaction. Therefore, when it comes to enhancing job satisfaction, management support should focus on factors that can boost employee contentment, such as employee welfare, comfortable working conditions, appreciated work achievements and equal opportunities for each employee in developing themselves. This research is not in line with the research of Pratami & Muryatini (2022) showing that Management Support also affects Job Satisfaction at Taman Raya Jimbaran Elementary School.

4.2.5. The Effect of Service Quality on Work Discipline at PT. Inti Hidup Sejahtera

The findings from testing the third hypothesis (H5) demonstrate that Service Quality has a strong impact on Job Satisfaction, with a path coefficient value of 0.720, a t-statistic value of 6,750, and a p-value of 0.000 (<0.05). These outcomes suggest a clear and meaningful relationship between Service Quality and Job Satisfaction, leading to the acceptance of the third hypothesis (H5) This means that the greater the good service quality, the better the Job Satisfaction of Office Employees of PT Inti Hidup Sejahtera will be, and vice versa, the worse the Service Quality, the more job satisfaction will decrease. The above results are in accordance with the existing conditions of the Office of PT Inti Hidup Sejahtera that employees always maintain good service quality, always provide the best to customers. This research is in accordance with research conducted by Slamet (2020), that simultaneously the level of Service Quality has a positive effect on employee Job Satisfaction at IVET University Semarang.

4.2.6. The Effect of Management Support on Employee Performance with Job Satisfaction as an intervening variable at the Office of PT. Inti Hidup Sejahtera

The test results for the sixth hypothesis (H6) show that Service Quality has an impact on Performance, with a path coefficient value of 0.237, a t-statistic value of 2.163, and a p-value of 0.031 (<0.05). These findings indicate that Management Support plays a significant and positive role (23.7%). As a result, the sixth hypothesis (H6) is supported. This suggests that increased implementation of Management Support leads to improved Employee Performance at PT. Inti Hidup Sejahtera. Conversely, lower levels of Management Support result in decreased Employee Performance, even if Job Satisfaction is high.

The above results align with the existing conditions at PT. Inti Hidup Sejahtera, where Management Support enhances Employee Performance alongside high Job Satisfaction. Job Satisfaction has the potential to act as a mediator in the connection between Management Support and Employee Performance at PT. Inti Hidup Sejahtera. This research aligns with previous study by Poetri et al. (2020), which found that Management Support has a positive and significant effect on Performance, with Job Satisfaction acting as an intervening variable. However, it contradicts the study by Fata (2020), which found that Job Satisfaction mediates the effect of Management Support on Employee Performance.

4.2.7. The Effect of Service Quality on Employee Performance of PT Inti Hidup Sejahtera with Job Satisfaction as an Intervening Variable

The seventh hypothesis (H7) was tested to determine the impact of Service Quality on employee Job Satisfaction at PT Inti Hidup Sejahtera, using Job Satisfaction as a mediator. The calculation revealed a specific indirect effect value of 0.991, with a t-statistic value of 2.620 and a p-value of 0.009 (<0.05). These findings suggest that the quality of service provided in the workplace positively and significantly influences employee performance through their level of satisfaction with their job. Job Satisfaction plays a crucial role as a mediator in the relationship between Service Quality and employee performance, ensuring the fulfillment of comfortable service quality, the availability of good air ventilation and the entry of direct sunlight will make life healthy and employees who work will have comfort at work, while high Job Satisfaction means that employees can carry out work according to applicable rules with commitment to the agency which proves good performance.

This study aligns with the research carried out by Cahyaningsih (2020) and Khanifah & Palupiningdyah (2015) which states that from the results of direct testing, Service Quality affects performance significantly through Job Satisfaction being an intervening variable in the Kuningan District Office, Kuningan Regency.

5. CONCLUSIONS

According to this research, support from management does impact employee performance at PT. Inti Hidup Sejahtera, but the impact is not considered significant. The results of the hypothesis test reveal a path coefficient of 0.212 (21.1%) with a t-statistic of 1.133 and a p-value of 0.256 (>0.05). When it comes to service quality, there is a negative effect on employee performance, although it is not significant, indicated by a path coefficient of -0.181 (-18.1%), a t-statistic of 0.445, and a p-value of 0.657 (>0.05). On the other hand, job satisfaction significantly boosts employee performance, as seen in the path coefficient of 0.953 (95.3%), a t-statistic of 6.750, and a p-value of 0.000 (<0.05).

Support from management plays a crucial role in boosting employee job satisfaction at PT. Inti Hidup Sejahtera, with a path coefficient of 0.249 (24.9%), a t-statistic value of 2.868, and a p-value of 0.004 (<0.05). Additionally, the quality of service also has a significant impact on job satisfaction, with a path coefficient of 0.720 (72.0%), a t-statistic value of 6.750, and a p-value of 0.000 (<0.05). Management support directly influences employee performance by increasing job satisfaction, with specific indirect effects of 0.237, a t-statistic value of 2.163, and a p-value of 0.031 (<0.05). This suggests that job satisfaction plays a mediating role between management support and employee performance at PT. Inti Hidup Sejahtera. However, although service quality has a positive effect on employee performance, it is not statistically significant through job satisfaction. Job satisfaction does not currently act as an intermediary in the connection between service quality and employee performance. The analysis indicates specific indirect effects of 0.686, a t-statistic value of 1.564, and a p-value of 0.118 (>0.05).

The researcher admits that this research is not flawless. As a result, upcoming research will aim to improve these results by consulting existing studies. Drawing from the conclusions of this study, various suggestions can be put forward. The management of PT. Inti Hidup Sejahtera is advised to provide management support to all employees, as it influences their performance. Additionally, managers need to maintain service quality to enhance employee performance. Job satisfaction should also be improved fairly and equitably to encourage performance enhancement. Future studies are anticipated to introduce additional factors that could impact employee productivity and examine a variety of businesses as subjects of study. The findings from this research can be used as a starting point and a source of inspiration for future studies within this particular area of research.

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