



The Effect of Organizational Support, Leadership Style and Work  
Environment to Employee Performance at KPPBC TMP A Pasuruan

✉ Alfian Angga Pradika<sup>1</sup>; Meirani Harsasi<sup>1</sup>; Anita Maharani<sup>2</sup>

<sup>1</sup>Management Department, Faculty of Economy, Universitas Terbuka, Indonesia

<sup>2</sup>Management Department, Faculty of Economy, Universitas Bina Nusantara,  
Indonesia

✉ [alfian.angga.aa@gmail.com](mailto:alfian.angga.aa@gmail.com)

ARTICLE INFORMATION	ABSTRACT
Received: 17 <sup>th</sup> , March 2025 Revised: 29 <sup>th</sup> , April 2025 Accepted: 30 <sup>th</sup> , April 2025  <i>Keywords:</i> Organizational Support, Work Environment, Leaderships Style, Employee Performance, Public Service	Through this research, our aim is to present the dynamics within factors affecting employee performance in KPPBC TMP A Pasuruan, as public service offices. The research approach is quantitative, and KPPBC TMP A Pasuruan public service office as our study object. The technique to collect data was through questionnaire distribution. The type of data collection is cross-sectional, and all incoming data is analyzed through multiple linear regression analysis techniques. After collecting and analyzing the data, we then discover factors assumed to influence employee performance at KPPBC TMP A Pasuruan are proven, partially and simultaneously. The contribution that can be made from this research is to enrich the literatures that discusses concept and case study of employee performance in public services. The concepts including employee performance, organizational support, leaderships' style and work environment.

INTRODUCTION

Enhancing organizational performance may be approached through several strategies. However, the success of such initiatives largely depends on the collective support of all human resources within the organization. Human resource management adds significant value to organizations with the strongest impact when systems are emphasized, and decisions are tied to strategy (Liu, Combs, Ketchen Jr, & Ireland, 2007). Consequently, these efforts will ultimately contribute to the improvement of employee performance. Study found increases in work motivation, sincerity, discipline, and work environment by 1 % are followed by an increase in employee performance by 13,207 % (Laoli, Lase, & Laoli, 2024).

Organizations may implement various measures to optimize workforce productivity, ensuring sustained growth and effectiveness.

Every employee feels the need for support that manifests the organization's appreciation for them. The higher the support given by superiors; the more motivated employees may be to work optimally to achieve the expected targets. The support given by superiors can be verbal appreciation and opportunities to communicate intensively about the work's achievements (Siswanti & Pratiwi, 2020).

Organizational support can take the form of fair salaries and benefits, strong supervisory relationships, adequate facilities to encourage favorable working conditions, and so on. Indicators such as awards, superior support, working conditions, and employee benefits can measure perceived organizational support. Other studies use criteria including award support, work environment, superior support, and employee benefits to measure organizational support (Irianti & Bernarto, 2021).

Employees experience high levels of organizational support when their employers treat them fairly, recognize their contributions, and care about their well-being. As a result, they feel compelled to contribute. Organizational support is the extent workers believe their employers value their contributions and care about their well-being (Robbins & Judge, 2019). Employees view organizational support as a guarantee that the organization will help when needed to fulfill employee obligations so that they can work efficiently and handle stressful situations (Irianti & Bernarto, 2021).

Improving employee performance through the competence and talent of the leader will help employees work better because someone must play a leadership role according to the existing scenario to achieve organizational goals; in this case, the leader's influence determines the direction of the organization's goals. Achieving organizational goals through the efforts made by the people in the company is a requirement for leadership in a company. In a company, a person's leadership style greatly influences government and private companies' performance for a predetermined goal (Apriyanti, Afyanti, & Firdaus, 2022).

Employees must be managed well to play an active role in achieving company goals. Therefore, human resources require supporting factors that need to be considered, namely the work environment. The condition of the work environment with adequate facilities and infrastructure and harmonious working relationships between fellow employees and employees with superiors will create a comfortable and conducive work environment. Achieving a harmonious working environment with adequate facilities and infrastructure is essential for a grace-ful, comfortable, and harmonious working relationship (Sheng-wei, 2003). Meanwhile, the work environment could be better and support employee needs. In that case, it can make it easier for employees to concentrate, and work relationships are not harmonious, which has an impact on decreasing employee performance, as study found overall physical environment and its specific features have significant influence on employee well-being and performance (Augutyte-Kvedaraviciene & Kazlauskaitė, 2018).

The work environment is a company or organization's psychological, social, and physical life that influences employees in carrying out their work. Employees must be kept from various situations in their workplace because they will interact with various conditions in their work environment. Study found, improving the safety of the working environment through occupational risk management and economic motivation can reduce general and micro-injuries, and morbidity (Agoshkov, Sushkova, & PA, 2023).

This study was conducted at KPPBC TMP A Pasuruan, where researchers identified a notable phenomenon regarding the organization's challenges in maintaining consistent employee performance. Empirical field data revealed fluctuating attendance rates among staff members, which preliminary analysis suggests may be attributable to several factors. Previous studies indicate that work environment conditions may represent one significant contributing factor to this observed instability. This work environment can be caused by the condition of the room, coworkers, and organizational culture created by company management. KPPBC TMP A Pasuruan improved the work environment in 2021 by renovating the main building, office environment facilities, and infrastructure and improving the workspace layout. Employee performance should increase through improvements to the work

environment.

This study aims to examine the effect of organizational support, leadership style and work environment on employee performance at KPPBC TMP A Pasuruan, and specifically seeks to provide recommendations for organizational policies and practices to optimize employee performance through improved support systems, effective leadership, and conducive work environment.

## **LITERATURE REVIEW**

### **Employee Performance**

Performance defined as measuring the expected work results as something optimal (Robbins & Judge, 2019). Furthermore, employee performance is a personally measured actual behavior during work and related to their role in the company (Zhenjing, Chupradit, Ku, Nassani, & Haffar, 2022).

### **Organizational Support**

Organizational support is the extent to which employees believe in their organization, value their contributions, and care about their well-being (Robbins & Judge, 2019). Perceived organizational support implies favourable treatment from the organization, establishing a general responsibility, based on the norm of reciprocity, for employees to care about and treat their company well. Organizational support also refers to employee perceptions of how much the organization values what they contribute and concerns about their well-being (Irianti & Bernarto, 2021).

### **Leaderships' Style**

Leadership style described as the behavior or approach selected and employed by leaders to affect the ideas, feelings, attitudes, and conduct of subordinate members of the organization (Khan, Ismail, Hussain, & Alghazali, 2020). Other expressed almost the same opinion that leadership styles are indirectly associated with subordinates' performance via their self-concepts (Suwanto, Suryadi, & Sari, 2024). Meanwhile, according to other study, leadership style is a behavioral norm used by someone when that person tries to influence the behavior of others as seen (Te, 2024).

### **Work Environment**

Work environment described as a space for various groups with numerous supporting facilities to fulfil corporate goals according to the firm's vision and purpose (Sedarmayanti, 2020). Furthermore, a further investigation considered the work environment as everything in employees' surroundings that can affect their mental and physical well-being (Afandi, 2018).

### **Hypothesis Development**

Organizational support has a favorable and substantial relationship with employee performance in 26 out of 50 individual cases (Tamimi, Tamam, & Sopiah, 2023). Perceived organizational support (POS) is associated with employee performance and well-being (Kurtessis, et al., 2017). Perceived organizational support has a moderate, positive effect on employee performance (Riggle, Edmondson, & Hansen, 2009).

**Hypothesis 1:** Organizational support affects the employee performance.

Leadership style has a significant positive effect on employee performance, with no influence and mediating variables also mentioned (Tamimi & Sopiah, 2022). Leadership style has a significant relationship with employee performance, and communication skills are one of the most important leadership style competencies (Arisman, 2022). Three types of leadership styles (transformational, transactional, and thought leadership) have a significant impact on employees' job performances, therefore there is no specific leaderships style, but it is proven affecting employee performance (Wen, Ho, Kelana, Othman, & Syed, 2019).

**Hypothesis 2:** Leadership style affect the employee performance.

The work environment, both physical and non-physical, has a partial and simultaneous influence on employee performance (Kusuma, 2021). A positive working environment significantly affects employee performance, with support from supervisor being the dominant factor (Saidi, et al., 2019). The work environment has a positive and significant effect on employee performance, with a coefficient of determination of 36% (Perangin Angin, Silalahi, Ambarita, Simatupang, & Barus, 2021).

**Hypothesis 3:** The work environment affects the employee performance.

Leadership style offers a beneficial and significant impact on staff performance, while work environment and organisational culture affect job satisfaction (Pawirosumarto, Sarjana, & Gunawan, 2017). Leadership style and organizational changes directly affect employee performance, with work environment playing a mediating role (Ichsan, Nasution, Sinaga, & Marwan, 2021). Perceived organizational support and work environment positively affect employee performance, with this effect being moderated by transformational leadership style (Marpaung, Saskia, & Hafriz, 2023).

**Hypothesis 4:** Organizational support, leadership style, and work environment affect employee performance.

## RESEARCH METHODS

This study uses a quantitative approach. This study was conducted on all KPPBC TMP A Pasuruan employees using a questionnaire instrument with a 5-point Likert scale from strongly disagree (score 1) to strongly agree (score 5) to be analyzed using a statistical approach. As one study found the 5-point Likert scale may be feasible to help respondents to avoid anxiety when choosing the right respond (Babakus & Mangold, 1992). The time horizon for data collection was cross sectional.

This study employs a non-probability sampling design, specifically judgment sampling, as its methodological approach (Sekaran, 2003). Accordingly, based on this rationale, the research sample consists of 114 employees working at KPPBC TMP A Pasuruan.

**Table 1.** Operationalization

Variables	Indicators	Items
Perceived Organizational Support (Irianti & Bernarto, 2021)	Justice	1. The agency provides tasks and work according to the employee's expertise
		2. Each employee receives a reward from the agency based on their performance
	Supervisor support	1. Bosses do not hesitate to praise employees who have done a good job
		2. The boss shows a pleasant nature at work
Leadership's Style (Yukl, 2017; Farida dan Hartono, 2018)	Reward and work condition	1. Employees receive appropriate work rewards (salary, awards, promotions, etc.) from the agency
		2. The agency gives clear tasks and work without any pressure on employees.
	Supportive	1. The needs and welfare of employees are the main concern of superiors
		2. In the work unit, superiors are able to create a conducive work climate
	Directive	1. Special guidance is given by superiors to employees with low performance
		2. Superiors strictly enforce all regulations and procedures in the workplace

	Participative	1. Employee opinions or suggestions are taken into consideration by superiors before making a decision
		2. Superiors receive and provide advice to employees
	Achievement orientation	1. The superior sets challenging targets for employees to achieve
		2. The superior convinces employees to achieve high performance
Work Environment (Sedarmayanti, 2020)	Working atmosphere	1. Employees work in a comfortable environment without noise and dim lighting
		2. Employees work in a pleasant place without anxiety and fear
	Availability of facilities	1. The office provides complete work facilities
		2. The work equipment available uses the latest technology
	Relationships with co-workers	1. Employees have harmonious relationships with co-workers
		2. Relationships with co-workers in the office are like family.
Employee Performance (Robbins, 2018)	Work quality	1. Employees have skills that help in carrying out work
		2. Employees are able to complete work carefully according to performance indicators
	Work quantity	1. Employee performance can be seen from the amount of work completed
		2. The achievement of the number of employee jobs is in accordance with the predetermined target
	Punctuality	1. Employees can complete work according to the target time
		2. Employees can complete work earlier than the target time
	Effectiveness	1. Employee attendance according to working hours
		2. Employee attendance is an obligation that must be fulfilled while working
	Independence	1. Employees can complete work according to instructions without having to be accompanied by superiors
		2. Even without supervision, employees still work according to the expected results
	Work commitment	1. Employees work earnestly for the progress of the agency
		2. Employees dare to be responsible for the results of their work in the office

**Source:** as elaborated from several source and this research use Bahasa's version

Researchers go through several steps when it comes to data analysis methodologies. The first is the classical assumption test, which includes the normalcy, multicollinearity, heteroscedasticity, and autocorrelation checks. From that, multiple linear regression analysis attempts to observe the consequence of all independent variables upon the dependent variable.

In the meantime, for hypothesis testing, scholars will refer to two results, respectively the F-statistic test ( $p < 0,05$ ) to notice the simultaneous effect produced between independent variables on the dependent variable, and the t-test to see the significance of the effect of independent variables on the dependent variable ( $p < 0,05$ ). Then checks for multicollinearity through  $VIF < 5$ . Each analysis use IBM SPSS Statistics 26 software.

## RESULT AND DISCUSSION

Data collection using the Google survey link, with the address: <https://forms.gle/ejSEaJ1EeTT4AT426> and during the distribution of the form for five days (date range October 17, 2024 - October 22, 2024) among KPPBC TMP A Pasuruan employees, data was obtained from 114 respondents. To make it easier to recognize the respondent profile, the following table displays respondent information.

**Table 2.** Respondent Profile

Characteristics		Frequency	Percentage
Age (Years)	< 25	5	4,4
	> 55	2	1,8
	26 - 30	36	31,6
	31 - 35	27	23,7
	36 - 40	11	9,6
	41 - 50	26	22,8
	51 - 55	7	6,1
Gender	Male	98	86,0
	Female	16	14,0
Length of Service (Years)	< 5	81	71.1
	$\geq 5$	33	28.9

**Source:** Survey Results

According to the table above, it can be observed that most of them of those surveyed are in the age range of 26 to 50 years, or in another word, they are included in the active employee category. Then, the majority are male and have worked at KPPBC TMP A Pasuruan for less than five years. After the response profile description, the next stage is the classical assumption test, which can be depicted in the following table.

**Table 3.** Classical Assumption Test Result

Model	Collinearity Statistics		Durbin- Watson
	Tolerance	VIF	
(Constant)			
Organizational Support	.736	1.358	1,716
Leadership's Style	.741	1.350	
Work Environment	.844	1.185	

**Source:** IBM SPSS result

In addition to Table 3., above, there are normality test results that are not attached in this manuscript and show that the residual values are normal, then, the data spreads above and below zero on the Y axis so that no heteroscedasticity problems are found.

After ensuring that the data from the survey collection results are normal, the next step is the validity and reliability test. For validity, the researcher refers to the results of the correlation coefficient and for reliability, the researcher refers to the Cronbach's alpha value.

**Table 4.** Validity and Reliability Test Results

Variables	Items	Coefficients' Correlation	Cronbach's Alpha	Conclusion
Organizational Support	X <sub>1.1</sub>	0,564	0,66	Valid and Reliable
	X <sub>1.2</sub>	0,564		
	X <sub>1.3</sub>	0,320		
	X <sub>1.4</sub>	0,455		
	X <sub>1.5</sub>	0,397		
	X <sub>1.6</sub>	0,397		
	X <sub>1.7</sub>	0,380		
	X <sub>1.8</sub>	0,331		
	X <sub>1.9</sub>	0,749		
	X <sub>1.10</sub>	0,731		
Leaderships' style	X <sub>2.1</sub>	0,511	0,740	Valid and Reliable
	X <sub>2.2</sub>	0,637		
	X <sub>2.3</sub>	0,631		
	X <sub>2.4</sub>	0,610		
	X <sub>2.5</sub>	0,537		
	X <sub>2.6</sub>	0,610		
	X <sub>2.7</sub>	0,552		
	X <sub>2.8</sub>	0,648		
	X <sub>2.9</sub>	0,287		
	X <sub>2.10</sub>	0,523		
Work environment	X <sub>3.1</sub>	0,651	0,634	Valid and Reliable
	X <sub>3.2</sub>	0,672		
	X <sub>3.3</sub>	0,758		
	X <sub>3.4</sub>	0,265		

	X3.5	0,672		
	X3.6	0,672		
	X3.7	0,672		
Employee performance	Y.1	0,536	0,691	Valid and Reliable
	Y.2	0,473		
	Y.3	0,272		
	Y.4	0,473		
	Y.5	0,473		
	Y.6	0,610		
	Y.7	0,593		
	Y.8	0,553		
	Y.9	0,602		
	Y.10	0,232		
	Y.11	0,511		
	Y.12	0,571		

Source: IBM SPSS result

After ensuring that valid and reliable items measure all variables, the next step is testing the hypothesis presented in the following table.

**Table 5.** Hypothesis Testing Result

Model	<i>Unstandardized Coefficients</i>		<i>F-test</i>	<i>t-test</i>
	<b>B</b>	<b>Error</b>		
<b>(Constant)</b>	20,348	5,248		
<b>Organizational support</b>	0,205	0,089		2,299
<b>Leadership's style</b>	0,285	0,078	19,935	3,666
<b>Work environment</b>	0,414	0,148		2,802

Source: IBM SPSS result

Based on Table 5., above, then all hypotheses are supported by the positive influence of organizational support, leadership style and work environment, then employee performance can be improved. Then, when examined per variable, then each separate treatment, for example to improve employee performance through organizational support or leadership style or work environment, then all are supported. The following presents a discussion of each hypothesis to complement the results of this study.

### The Influence of Organizational Support on Employee Performance

The results of the study showed that organizational support has a positive and significant effect on the performance of KPPBC TMP A Pasuruan employees. This means that the greater the organizational support for employees, the higher the employee performance. Likewise, the smaller the organizational support for employees, the lower the employee performance.

Previous research demonstrates a significant positive correlation between organizational support and employee performance, with empirical evidence showing favorable outcomes (Tamimi & Sopiah, 2022). However, the concept of Perceived Organizational Support (POS) known as consistently linked to enhanced employee performance and improved psychological well-being (Kurtessis, et al., 2017). Furthermore, meta-



analytic findings indicate that POS exerts moderately strong positive influence on work performance outcomes (Riggle, Edmondson, & Hansen, 2009).

The support provided by the organization (KPPBC TMP A Pasuruan) to its employees has an important impact on employees. Through support from the organization, employees feel that the organization cares about them and appreciates their dedication, which is something that is very meaningful for an employee. Employees who feel valued and care for the organisation in which they work are bound to feel more passionate in performing their responsibilities, encouraging them to complete their tasks quicker while boosting their performance as a whole.

The organizational support in terms of justice that is most felt by KPPBC TMP A Pasuruan employees is that each employee gets a reward based on their performance (94.7%). Rewards function as a strong motivational tool. Employees who receive rewards that are in accordance with their performance can increase satisfaction and are motivated to continue working well. Rewards given based on individual achievements can encourage employees to increase their productivity and work quality. Rewards not only provide recognition for the efforts that have been made, but also create incentives for employees to try harder, so that they feel that their hard work is appreciated.

Organizational support in terms of superior support that is most felt by KPPBC TMP A Pasuruan employees is that the employee's superior shows a pleasant nature in the workplace (95.6%). A pleasant attitude from the superior can also encourage collaboration among team members. Superiors who create a friendly and pleasant working atmosphere can make employees more likely to collaborate and support each other. This collaboration is important for achieving optimal work results, because it facilitates the exchange of ideas and creative solutions in solving problems. As a result, teams that work well together will produce higher performance for both individuals and the team and the organization as a whole.

Organizational support in terms of rewards and working conditions that are most felt by KPPBC TMP A Pasuruan employees is receiving a decent salary (97.4%). A decent salary contributes to improving individual performance. Employees who receive appropriate rewards are more likely to take the initiative in their work and strive to achieve better results. The higher the salary received, the higher the motivation to increase productivity. Employees who feel appreciated will be more proactive in completing tasks and finding ways to improve work efficiency.

The findings of this study showed that employees received rewards based on performance, supervisors with pleasant attributes in the workplace, and adequate pay at KPPBC TMP A Pasuruan. This is in accordance with Homans' Social Exchange Theory where the concept of economic rewards is parallel to the psychological concept of support. This means that KPPBC TMP A Pasuruan or the leadership provides support in the form of positive actions to employees that can make employees do their jobs faster and better so that they can improve employee performance.

The existence of organizational support, especially justice in the form of rewards based on performance, support from superiors who show pleasant characteristics in the workplace, and rewards in the form of decent salaries in research have been shown to affect the performance of KPPBC TMP A Pasuruan employees.

### **The Influence of Leadership Style on Employee Performance**

The study discovered that organisational support had a beneficial and important effect on the performance of KPPBC TMP A Pasuruan personnel. It suggests that more effective the leadership style utilised, the higher the staff performance. Employee performance declines when an inadequate leadership style is utilised.

Empirical research confirms that leadership style exerts a significant positive influence on employee performance, independent of mediating variables (Tamimi & Sopiah, 2022). Studies further indicate a strong correlation between leadership approaches and work outcomes, with communication skills emerging as a critical leadership competency (Arisman, 2022). While no single leadership style demonstrates universal superiority, research by Wen et al. (2019) establishes that transformational, transactional, and

thought leadership approaches all significantly enhance job performance, suggesting the impact stems from effective leadership implementation rather than style specificity.

The leadership styles in this study include four main leadership styles, namely supportive, directive, participative, and success oriented. Each of these styles has different characteristics and approaches in leadership that can affect the performance of KPPBC TMP A Pasuruan employees. A leadership style that is adapted to the characteristics of employees and existing tasks can increase employee morale so that they have sincerity in carrying out their work which in turn can improve employee performance.

A supportive leadership style focuses on creating a positive and supportive work environment for employees. Supportive leaders tend to listen to employee needs and concerns, provide emotional support, and create good relationships with the team. This can increase employee job satisfaction and motivation, so that they are more motivated to achieve organizational goals. Emotional support from superiors contributes to increased individual performance, because employees feel appreciated and recognized for their contributions.

The most supportive leadership style felt by KPPBC TMP A Pasuruan employees is that superiors are able to create a conducive work climate in the employee's work unit (91.2%). Supportive leadership style encourages open communication between superiors and subordinates. Leaders who are supportive are usually easier to approach, so that employees feel free to express their opinions, ideas, or problems they face. This good communication not only improves interpersonal relationships but also allows for collaborative problem solving. Employees who feel heard and involved in the decision-making process tend to increase their sense of ownership of their work. This involvement contributes to improved performance because employees are more motivated to give their best contribution.

The results of the study showed positive and significant organizational support on the performance of KPPBC TMP A Pasuruan employees. This means that the better the leadership style applied, the higher the employee performance. Conversely, the worse the leadership style applied, the lower the employee performance. The leadership styles in this study include four main leadership styles, namely supportive, directive, participative, and success oriented. Each of these styles has different characteristics and approaches in leadership that can affect the performance of KPPBC TMP A Pasuruan employees. A leadership style that is adapted to the characteristics of employees and existing tasks can increase employee morale so that they have sincerity in carrying out their work which in turn can improve employee performance.

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### **The Influence of Work Environment on Employee Performance**

The results of the study show that the work environment has a positive and significant effect on the performance of KPPBC TMP A Pasuruan employees. This means that the more conducive the environment in the employee's workplace, the higher the employee's performance. Likewise, the less conducive the employee's work environment, the lower the employee's performance.

Research indicates that both physical and non-physical aspects of the work environment exert partial yet simultaneous effects on employee performance (Kusuma, 2021). Empirical studies demonstrate that a positive work environment significantly enhances performance outcomes, particularly when supervisor support is present as a key contributing factor (Saidi, et al., 2019). Furthermore, statistical analysis reveals a substantial positive relationship between work environment and performance, accounting for 36 % of the variance in employee performance measures (Perangin Angin, Silalahi, Ambarita, Simatupang, & Barus, 2021).

The availability of adequate facilities and infrastructure and harmonious co-worker relationships can certainly create a comfortable and conducive work environment that has an impact on improving employee performance. Employees always interact with various conditions in their work environment while working so that they cannot be separated from various situations in the workplace. Realizing this, KPPBC TMP A Pasuruan has made improvements to the work environment in 2021 by renovating the main building, office facilities and infrastructure, and improving the layout of the workspace. Through improvements to a better work environment, it is hoped that employee performance will increase.

The work environment related to the work atmosphere that is most felt by KPPBC TMP A Pasuruan employees is that the employee's work environment has appropriate lighting, in other words it is not gloomy and not dazzling (98.2%). Good lighting contributes to increasing employee concentration. Employees who feel comfortable with the lighting around them tend to be more focused on the task at hand. Proper lighting helps reduce visual distractions and improves employees' ability to concentrate on their work, thereby increasing productivity. A well-lit work environment can significantly improve employee performance because employees can complete tasks more quickly and accurately.

The work environment related to the availability of facilities that is most felt by KPPBC TMP A Pasuruan employees is the availability of complete work facilities and equipment with the latest technology (98.2%). Complete work facilities and equipment allow employees to complete tasks more efficiently. Employees who have access to the right work equipment and the latest technology tend to be able to automate routine tasks and reduce the time spent on administrative work. Effective use of technology can increase operational efficiency, allowing employees to focus on more strategic and value-added tasks. This means that employees can complete work more quickly and accurately, which contributes to increased employee productivity and performance.

The work environment related to relationships with coworkers that is most felt by KPPBC TMP A Pasuruan employees is the existence of harmonious relationships with coworkers and being like family (98.2%). A harmonious work environment can reduce stress levels in the workplace. Employees who feel connected to their colleagues tend to have better emotional support when facing challenges or work pressures. This social support is important for the mental health and emotional well-being of employees. A positive work environment can reduce the risk of burnout and increase motivation, thus having a positive impact on individual employee performance.

The results of this study revealed the existence of supportive, directive, participatory, and success-oriented leadership styles at KPPBC TMP A Pasuruan. This is in accordance with Homans' Social Exchange Theory which sees a reciprocal relationship between behavior and the environment. This means that a conducive work environment in the workplace affects employee behavior in carrying out their work. The existence of a conducive work environment at KPPBC TMP A Pasuruan is able to influence employee behavior to improve their performance.

The existence of a work environment, especially a work atmosphere in the form of appropriate lighting (not gloomy and not dazzling), the availability of complete work facilities and equipment with the latest technology, and harmonious and family-like co-worker relationships in research have been proven to affect the performance of KPPBC TMP A Pasuruan employees.

## The Influence of Organizational Support, Leadership Style, and Work Environment on Employee Performance

The results of the study indicate that organizational support, leadership style, and work environment have a significant effect on the performance of employees at KPPBC TMP A Pasuruan. This means that through high organizational support, good leadership style, and a conducive work environment, it can improve employee performance. Organizational support provided by the KPPBC TMP A Pasuruan agency to employees in this study includes fairness, superior support, and rewards and working conditions. Fairness support is shown by KPPBC TMP A Pasuruan, among others, by giving tasks and jobs according to employee expertise, and giving rewards to employees based on their respective performance. Superior support is shown by the condition where the leaders or top management at KPPBC TMP A Pasuruan do not hesitate to praise employees who have worked well and show a pleasant nature to employees in the workplace. The rewards and working conditions are shown by the condition where KPPBC TMP A Pasuruan provides decent salaries to employees, places employees in the right positions, provides promotion levels, and gives clear tasks and jobs without pressure.

Empirical evidence suggests that leadership style significantly enhances employee performance, whereas work environment and organizational culture primarily influence job satisfaction (Pawirosumarto, Sarjana, & Gunawan, 2017). Additionally, leadership approaches and organizational changes exhibit a direct impact on performance outcomes, with the work environment serving as a mediating factor (Ichsan, Nasution, Sinaga, & Marwan, 2021). Further research indicates that perceived organizational support and work environment positively contribute to employee performance, an effect that is further amplified by transformational leadership (Marpaung, Saskia, & Hafriz, 2023).

Furthermore, the leadership style of the leadership ranks at KPPBC TMP A Pasuruan in this study includes supportive, directive, participative, and success-oriented leadership styles. Supportive leadership style is demonstrated by leaders at KPPBC TMP A Pasuruan, including by making employee needs and welfare a primary concern, and creating a conducive work climate in the work unit. Directive leadership style is demonstrated by leaders, including by providing special direction or guidance to employees with low performance, and strictly implementing all regulations and procedures in the workplace. Participative leadership style is demonstrated by leaders, including by considering employee proposals before making a decision, providing advice to employees, and being willing to accept employee opinions. Meanwhile, success-oriented leadership style is demonstrated by leaders, including by setting challenging targets to be achieved by employees and convincing employees to achieve high performance. Meanwhile, the work environment at KPPBC TMP A Pasuruan in this study includes work atmosphere, availability of facilities, and relationships with coworkers. The working atmosphere is indicated by the conditions in the workplace where employees work in a quiet environment without noise, have clear or bright lighting, and are pleasant without worry. The availability of facilities is indicated by the availability of complete work facilities and work equipment that has used the latest technology. The relationship with co-workers is indicated by the existence of a harmonious relationship with co-workers and the relationship is established like a family.

## CONCLUSIONS

All hypotheses were supported. As a follow up, this research proposes implications to be implemented by KPPBC TMP A Pasuruan. KPPBC TMP A Pasuruan is advised to be more optimal in improving employee performance, especially supporting skills in carrying out work. Key insights from the findings are: 1) there is a strong positive correlation of organizational support and employee performance, 2) there is a style-specific efficacy of leadership that will influence performance when contextually adapted, 3) work environment as a performance catalyst, and 4) the triad of organization support, adaptive leadership and conducive environment collectively drives performance.

This study has several limitations, including the study was only conducted on public agency employees, so it could be different from private companies. In addition, this study also only used three variables that affect employee performance. Referring to these limitations, it is recommended that

subsequent researchers conduct research on private company employees so that they can be compared with the results of this study. In addition, it is also recommended that subsequent research develop other variables that can affect employee performance, such as individual competence, knowledge, motivation, work discipline, organizational culture, job satisfaction, communication, and so on in order to obtain more comprehensive results.

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