



HUMAN RELATIONS AND PERCEIVED ORGANIZATIONAL SUPPORT AS DETERMINANTS OF EMPLOYEE PERFORMANCE: THE MEDIATING ROLE OF MOTIVATION AT SMKN 1 MERANTI

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ABSTRACT

This study aims to examine in depth the influence of Human Relations and Perceived Organizational Support on employee performance with Motivation as an intervening variable at SMKN 1 Meranti. The focus of the study was directed at permanent employees with a population of 42 people. Considering the relatively small population, the sampling technique used was a saturated sample, so that all members of the population were made respondents. In data collection, researchers utilized primary data through questionnaires and secondary data obtained from documentation studies. Furthermore, the data were analyzed using a quantitative approach using the SPSS version 25 program, through a series of statistical tests including the t-test, path analysis, and Sobel test. The results of the study showed that Human Relations were proven to have a positive and significant influence on employee motivation. Similarly, Perceived Organizational



Support also had a positive and significant influence on motivation. In addition, both Human Relations and Perceived Organizational Support directly had a positive and significant influence on employee performance. Motivation itself plays an important role because it was proven to have a positive and significant influence on improving performance. Furthermore, this study also found that motivation mediates the relationship between human relations and performance, as well as the relationship between perceived organizational support and performance. Therefore, it can be concluded that the better the relationships between employees and perceived organizational support, the higher the motivation that arises, ultimately contributing to improved employee performance at SMKN 1 Meranti.

Keywords: Human Relations, Performance, Motivation and Perceived Organizational Support.

INTRODUCTION

In an era of increasingly fierce competition, human resources play a crucial role in determining the success of an organization, including educational institutions. Schools, as educational institutions, are not only required to provide quality educational services but also to be supported by optimal employee performance. Employee performance is a key indicator in supporting the achievement of organizational goals, both in terms of effectiveness, efficiency, and quality of service provided. Therefore, the various factors influencing employee performance require a more in-depth examination.

One of the key factors influencing performance is human relations. Harmonious working relationships, effective communication, and cooperation between employees will create a conducive work environment. Good human relations can increase comfort, reduce conflict, and strengthen teamwork, ultimately resulting in increased employee motivation and performance.

Besides human relations, another influential factor is perceived organizational support. Organizational support reflects the extent to which employees feel valued, cared for, and cared for by the organization they work for. When employees perceive organizational attention, whether in the form of benefits, opportunities for personal development, or recognition for their contributions, this fosters a strong sense of belonging and loyalty. Strong organizational support increases work motivation, which in turn encourages employees to deliver their best performance.

Motivation itself acts as a psychological factor that drives and directs individual behavior at work. Highly motivated employees tend to be more diligent, enthusiastic, and focused on achieving



optimal work results. In this context, motivation can serve as an intervening variable, strengthening the relationship between human relations and perceived organizational support on employee performance.

As a vocational secondary education institution, SMKN 1 Meranti faces challenges in improving the quality of its educational services. The school's success in carrying out its functions and roles is largely determined by the performance of its employees, both teaching and non-teaching staff. Therefore, it is important to understand the extent to which human relations and perceived organizational support can drive employee performance through motivation as an intermediary. Based on the above description, this study was conducted to analyze the influence of human relations and perceived organizational support on employee performance through motivation as an intervening variable at SMKN 1 Meranti. The results are expected to contribute to strengthening human resource management strategies within the school environment, thereby improving employee performance while supporting the optimal achievement of educational goals.

LITERATURE REVIEW

1. Performance

Performance is a crucial concept in human resource management because it is the primary indicator of an organization's success in achieving its goals. The term "performance" essentially refers to an individual's performance in carrying out assigned tasks and responsibilities in accordance with established standards, criteria, and targets. In other words, performance reflects the quality and quantity of an employee's work output over a specific period.

According to Mangkunegara (2016), performance is the quality and quantity of work results achieved by an employee in carrying out their duties in accordance with their assigned responsibilities. Meanwhile, Rivai (2017) defines performance as the actual behavior displayed by each individual as a result of work achievements in accordance with their role in the organization. This definition emphasizes that performance is not merely work output, but also the process and effort undertaken to achieve those results.

Performance is influenced by various factors, both individual and organizational. Individual factors include abilities, skills, experience, motivation, and work attitudes, while organizational factors include leadership style, reward systems, organizational culture, work environment, and employee relationships. Therefore, improving performance cannot be separated from



comprehensive efforts, both in improving employee competency and creating conducive organizational support. Thus, performance can be understood as the result of employee work that is influenced by abilities, motivation, organizational support, and work environment conditions. Optimal performance will be achieved when employees are highly motivated, supported by harmonious working relationships, and feel cared for by the organization.

2 Human Relations

Human relations, or interpersonal relationships, is a crucial aspect of human resource management in an organization. This term refers to the relationships between individuals in the work environment, based on cooperation, communication, and harmonious social interaction. Good human relations create a comfortable work environment, reduce the potential for conflict, and boost employee morale.

According to Terry (2013), human relations is a person's ability to effectively establish good relationships with others, thereby fostering productive cooperation. Meanwhile, Hasibuan (2018) states that human relations is a relationship between superiors and subordinates, fellow employees, or between an organization and external parties that is based on mutual respect, mutual understanding, and healthy communication. This definition emphasizes that human relations is not just interaction, but rather a relationship that emphasizes humanity and togetherness.

The role of human relations is crucial because it can influence employee attitudes, motivation, and performance. Harmonious relationships foster a sense of security, increase loyalty, and foster a conducive work climate. Conversely, if relationships between employees are poor, it can create discomfort, decrease motivation, and even lead to conflict, negatively impacting productivity. Therefore, it is understandable that human relations is a crucial factor contributing to employee motivation and performance. The better the relationships between individuals within an organization, the greater the chance of optimally achieving organizational goals.

3 Perceived Organizational Support

According to Robbins and Judge (2017), perceived organizational support is the degree to which employees believe the organization cares about their well-being and appreciates their efforts. Rhoades and Eisenberger (2002) state that POS reflects employees' beliefs about the extent to which the organization recognizes their contributions and cares about their personal and professional needs.



Perceived organizational support is crucial because it fosters a sense of belonging, increases job satisfaction, and motivates employees to perform better. POS also plays a role in building emotional bonds between employees and the organization. The higher the perceived support, the more likely employees are to demonstrate organizational commitment, reduce their intention to leave, and improve their performance.

Factors influencing POS include fairness in treatment, transparent policies, recognition of achievement, career development opportunities, attention to employee well-being, and open communication. When these factors are met, employees will feel cared for and treated fairly, fostering a positive attitude toward the organization.

In the context of an educational institution like SMKN 1 Meranti, POS is an essential aspect. Employees who feel supported by the school, whether through work facilities, recognition for achievement, or attention to well-being, will be more motivated to contribute their best. This perceived organizational support plays a crucial role in building employee motivation, which ultimately positively impacts performance improvement and the achievement of educational goals. Thus, perceived organizational support can be understood as employees' positive perceptions of the organizational support they receive. The higher this support, the stronger the employee's motivation and performance in carrying out their responsibilities.

4 Motivation

According to Robbins and Judge (2017), motivation is a process that explains a person's intensity, direction, and persistence in achieving a goal. This definition emphasizes that motivation is not only related to the drive to work harder but also includes consistency and a clear direction in one's efforts. Paraphrasing this view, motivation can be explained as an internal mechanism that directs individuals to act continuously in order to achieve the organization's desired goals.

Meanwhile, Hasibuan (2018) defines motivation as a drive that arises within a person, either from within (intrinsic) or from outside (extrinsic), which drives them to work diligently to achieve satisfaction. In other words, motivation is a psychic energy that can stimulate individuals to perform work activities optimally in order to achieve desired results.

Handoko (2014) also states that motivation is a state within a person that drives their desire to undertake certain activities to achieve goals. Paraphrasing, motivation can be viewed as an internal force that drives individuals to behave and work according to organizational demands.



Motivation in the workplace is divided into two types: intrinsic motivation and extrinsic motivation. Intrinsic motivation originates from within the employee, such as the need for achievement, a sense of responsibility, or the desire to develop. Extrinsic motivation, on the other hand, originates from outside the individual, such as rewards, compensation, organizational support, or the work environment. Both forms of motivation are equally important in driving employee performance.

Thus, motivation can be understood as both internal and external forces that influence employee attitudes, enthusiasm, and performance. The higher the motivation, the greater the employee's contribution to organizational success.

METHODS

In this study, several variables were examined. The independent variables include X1, namely Human Relations, and X2, namely Perceived Organizational Support. The intervening variable used is Z, namely Motivation, while the dependent variable is Y, namely Performance. Through this associative approach, the researcher wants to test the extent to which human relations and perceived organizational support influence employee performance, both directly and indirectly through motivation as an intervening variable.

• Population and Sample

In this study, the population determined was all 42 permanent employees of SMKN 1 Meranti. Because the population size was relatively small, the sampling technique used was saturation sampling. According to Sugiyono (2018), saturation sampling is a sampling technique where all members of the population are sampled. Therefore, the sample used in this study was 42 permanent employees of SMKN 1 Meranti.

The saturated sampling technique was considered appropriate because, in addition to the relatively small population size, using the entire population as a sample also offers the advantage of data accuracy. All respondents are expected to reflect the actual conditions of the population as a whole, thus ensuring the research results are more valid and relevant in addressing the research problem.

• Data collection

Data collection techniques are an important step in a research, because the quality of the data obtained greatly determines the accuracy of the analysis results and conclusions made. In this



study, two data collection techniques were used, namely through questionnaires and documentation studies. First, a questionnaire or list of questions was used as the main instrument in collecting primary data. The questionnaire was systematically compiled in the form of closed questions addressed to all permanent employees of SMKN 1 Meranti. Second, the documentation study technique was used to complement primary data with secondary data. Documentation studies were carried out by collecting and studying various documents owned by the agency, such as employee data, organizational structures, personnel reports, and other information relevant to the research.

RESULTS

Path Analysis of Sub Model

Test Results *Model Summary* Sub Model

Model Summary

Model	R	R Square	Adjusted R-Square	Standard Error of the Estimate
1	.733 ^a	.537	.501	.448

a. Predictors: (Constant), Motivasi, *Perceived Organizational Support* , *Human Relation*

Based on the analysis results shown in the Model Summary table, a correlation coefficient (R) value of 0.733 was obtained. This value indicates a strong relationship between the independent variables and the dependent variable in this research sub-model. Furthermore, the coefficient of determination (R Square) value of 0.537 indicates that the independent variables are able to explain 53.7% of the variation in the dependent variable, while the remaining 46.3% is influenced by other factors not included in the research model.

Furthermore, the Adjusted R-Square value of 0.501 indicates that, after adjusting for the number of variables used, the model can still explain 50.1% of the dependent variable. The Standard Error of the Estimate value of 0.448 indicates a relatively small level of prediction error, thus the model can be considered quite good at explaining the relationship between variables.



Thus, it can be concluded that this research sub-model has a fairly strong ability to explain the influence of independent variables on dependent variables, although there are still other factors outside the model that contribute to variations in dependent variables.

Sobel Test

Sobel Test Results

Variable	<i>Unstandardize d</i>	<i>Std. Error</i>	<i>Test Statisti cs</i>	<i>Std. Error</i>	<i>P- Value</i>
<i>Human Relations to Motivation</i>	0.208	0.060	2,023	0.035	0.042
Motivation for Performance	0.344	0.138			
<i>Perceived Organizational Support on Motivation</i>	0.173	0.058	1,972	0.031	0.048
Motivation for Performance	0.344	0.138			

Source: Data Processed With *Calculation for the Sobel Test* , 2025

Based on the Sobel Test results presented in the table above, it was found that the Human Relations variable significantly influences performance through motivation. This is evidenced by the test statistic value of 2.023, which is greater than the critical value of 1.96, and the p-value of $0.042 < 0.05$. Thus, it can be concluded that motivation can significantly mediate the relationship between Human Relations and employee performance.

Furthermore, the results of the mediation test between Perceived Organizational Support and performance through motivation also showed significant results. The test statistic value of 1.972 is greater than 1.96, with a p-value of $0.048 < 0.05$. This finding confirms that motivation plays a role as an intervening variable in the relationship between Perceived Organizational Support and employee performance.

Thus, the overall results of the Sobel Test indicate that motivation plays a significant role as a mediating variable, strengthening the influence of Human Relations and Perceived Organizational Support on employee performance at SMKN 1 Meranti. This means that the better the working relationships between employees and the higher the perceived organizational support, the higher the work motivation, which ultimately has a positive impact on employee performance.



DISCUSSION

1. The Influence of Human Relations on Motivation

The research results indicate that Human Relations have a positive and significant influence on employee motivation at SMKN 1 Meranti. This finding suggests that the better the inter-employee relationships, whether in the form of harmonious communication, solid cooperation, or interpersonal relationships based on mutual respect, the higher the work motivation perceived by employees.

This aligns with Terry's (2013) view that human relations is the ability to create effective collaborative relationships with others, thereby fostering work enthusiasm. Healthy working relationships foster a sense of security and comfort, thus encouraging employees to work harder. Similarly, according to Hasibuan (2018), good interpersonal relationships within an organization can create a conducive work environment, reduce conflict, and strengthen individual motivation in carrying out tasks.

This research finding is also supported by previous research, such as a study conducted by Sari (2020), which found that harmonious working relationships significantly increase employee motivation, as individuals feel valued and cared for in their work environment. With good working relationships, employees are more motivated to contribute optimally.

Thus, it is understandable that human relations is a crucial factor in building employee motivation. In the context of SMKN 1 Meranti, good working relationships between employees and between superiors and subordinates create a comfortable work environment. This directly impacts increased employee motivation to deliver optimal performance in support of achieving the school's goals.

2. The Influence of Perceived Organizational Support on Motivation

The results of this study indicate that Perceived Organizational Support (POS) has a positive and significant effect on employee motivation at SMKN 1 Meranti. This means that the higher the perceived organizational support, whether in the form of attention, appreciation, or facilities provided, the greater their motivation to perform optimally.

This finding aligns with the theory proposed by Eisenberger et al. (1986), which states that perceived organizational support can increase work motivation because employees feel valued and cared for by the organization. Robbins and Judge (2017) also added that perceptions of



organizational support can foster a sense of belonging, thus encouraging employees to work more diligently and with greater commitment.

This research also supports previous research, such as the study by Rhoades and Eisenberger (2002), which found that perceived organizational support from employees is positively correlated with increased motivation and job satisfaction. Similarly, research by Putri (2021) shows that the higher the perceived organizational support from employees, the stronger their drive to achieve organizational goals.

3. The Influence of Human Relations on Performance

The results of the study indicate that Human Relations has a positive and significant impact on the performance of employees at SMKN 1 Meranti. This illustrates that the better the relationships between employees, both between superiors and subordinates and among colleagues, the higher the resulting performance. Harmonious working relationships create a comfortable work atmosphere, facilitate communication, and enhance teamwork, so that employees are more motivated to complete tasks effectively and efficiently.

This finding aligns with Hasibuan's (2019) opinion, which states that human relations is a crucial factor in creating a conducive and productive work environment. Good working relationships can foster mutual respect, strengthen solidarity, and reduce conflict that could potentially hinder employee performance.

Furthermore, the results of this study corroborate previous studies, such as Dewi's (2020) study, which found that well-established relationships between employees can significantly improve work morale and performance. Similarly, Fitria's (2021) study showed that effective human relations can foster a positive work environment, thereby improving employee performance.

4. The Influence of Perceived Organizational Support on Performance

Perceived organizational support includes attention to employee well-being, recognition for achievement, provision of work facilities, and opportunities for personal development. These factors can motivate employees to work harder, be more disciplined, and be committed to their duties.



This finding is consistent with Eisenberger et al.'s (1986) finding that perceptions of organizational support play a crucial role in shaping positive attitudes and improving employee performance. Similarly, Robbins and Judge (2017) asserted that when employees feel supported and cared for by the organization, their loyalty and productivity significantly increase.

These results align with previous research, such as Rhoades and Eisenberger's (2002) study, which found that perceived organizational support can improve employee performance by increasing their sense of responsibility and work commitment. Furthermore, research by Sari (2021) also showed that the greater the perceived organizational support, the higher the employee's performance.

In the context of SMKN 1 Meranti, Perceived Organizational Support can be manifested in the form of motivation from leadership, the provision of adequate facilities and infrastructure, attention to employee needs, and appreciation for good performance. When employees perceive real support from the organization, they are more motivated to deliver their best performance to achieve the school's goals.

Thus, it can be concluded that Perceived Organizational Support plays a crucial role in driving improved employee performance. Consistent support from the organization fosters a sense of belonging, boosts work morale, and strengthens employee commitment to achieving organizational goals.

5. The Influence of Human Relations on Performance through Motivation

This means that harmonious working relationships between superiors and subordinates, as well as between employees, not only directly impact performance improvement but also foster work motivation, ultimately driving optimal performance. In other words, motivation acts as a bridge that strengthens the influence of human relations on employee performance.

This finding aligns with Hasibuan's (2019) opinion, which states that good working relationships can create a comfortable work environment, boost morale, and motivate employees to work more productively. When employees feel valued, respected, and supported in the work environment, they are more motivated to carry out their duties responsibly.



This research also aligns with previous findings. For example, Dewi's (2020) study found that well-established human relations can increase employee motivation, which in turn positively impacts performance. Similarly, Fitria's (2021) study demonstrated that motivation acts as a mediating variable, strengthening the influence of human relations on employee performance.

In the context of SMKN 1 Meranti, harmonious working relationships are reflected in mutual support, open communication, and solid cooperation among employees. This environment not only facilitates employee completion of tasks but also fosters enthusiasm and motivation. High motivation then encourages employees to be more disciplined, diligent, and committed to achieving established performance targets.

Thus, it can be concluded that human relations influences employee performance both directly and indirectly through motivation. Harmonious working relationships combined with high motivation will lead to better performance and support the achievement of organizational goals.

6. The Influence of Perceived Organizational Support on Performance through Motivation

The results of the study indicate that Perceived Organizational Support (POS) has a positive and significant effect on employee performance through motivation as an intervening variable. This indicates that organizational support perceived by employees, whether in the form of attention to welfare, rewards, or the provision of work facilities and infrastructure, not only has a direct impact on performance improvement but also fosters work motivation, which ultimately strengthens performance achievement. In other words, motivation serves as a bridge connecting employee perceptions of organizational support with more optimal performance.

Theoretically, this finding aligns with Eisenberger et al.'s (1986) assertion that perceived organizational support increases employee motivation because they feel valued and cared for. Robbins and Judge (2017) also added that when employees believe their organization supports them, they are motivated to demonstrate loyalty and better performance.

This research finding aligns with previous studies. Rhoades and Eisenberger (2002) found that Perceived Organizational Support contributes to improved performance by increasing motivation and work commitment. Similarly, research conducted by Sari (2021) showed that motivation can mediate the relationship between perceived organizational support and employee performance.



In the context of SMKN 1 Meranti, organizational support can be demonstrated through appreciation for employee achievements, provision of adequate work facilities, leadership attention to employee needs, and opportunities for self-development. When employees perceive this support, they become more motivated to work with enthusiasm and responsibility. This motivation, which grows from a positive perception of organizational support, then drives improved employee performance.

Thus, it can be concluded that Perceived Organizational Support influences performance both directly and indirectly through motivation. Consistent organizational support not only creates a sense of belonging and loyalty but also fosters motivation, which plays a crucial role in improving employee performance.

CONCLUSION

Based on the results of the data analysis and discussion that has been conducted, it can be concluded that Human Relations and Perceived Organizational Support have an important role in improving the performance of SMKN 1 Meranti employees, both directly and through motivation as an intervening variable. This study found that good and harmonious working relationships are proven to be able to increase employee motivation, which in turn encourages them to work more optimally. Similarly, organizational support felt by employees, such as attention from leaders, recognition for achievements, and the availability of work facilities, is proven to increase work enthusiasm and motivation so that it has a positive impact on the resulting performance. Motivation is also proven to have a significant effect on performance, where the higher the motivation of employees, the higher their level of discipline, enthusiasm, and commitment in carrying out their duties. In addition to the direct effect, this study also proves that motivation plays a mediating variable in the relationship between Human Relations and Perceived Organizational Support on performance. In other words, harmonious working relationships and strong organizational support not only have a direct impact on improving performance, but are also able to foster motivation that strengthens employee contributions to achieving organizational goals. Overall, this study confirms that the performance of SMKN 1 Meranti employees can be improved through the creation of good working relationships and real support from the organization, which is then strengthened by work motivation as the main driving factor.



LIMITATIONS

Based on the research results and existing limitations, several suggestions can be put forward. The management of SMKN 1 Meranti is expected to continue improving the quality of Human Relations through more open communication, solid cooperation, and building a harmonious work atmosphere to further enhance employee motivation and performance. Furthermore, organizational support needs to be strengthened through providing appropriate appreciation, providing adequate work facilities, and paying attention to employee needs, so they feel valued and motivated to deliver their best performance.

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