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The Effect of Talent Management and Workload on Employee Performance: Perceived Organizational Support as a Moderating Variable

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Abstract

This study investigates the causal relationships linking talent management and workload to employee performance under the moderating influence of perceived organizational support within a creative agency setting. Employing an explanatory quantitative design, primary data were gathered from all seventy five permanent personnel of PT Inspirasi Solusi Kreatif using total population sampling and analyzed via partial least squares structural equation modeling. The empirical findings reveal that talent management exerts a positive and statistically significant effect on employee performance, whereas workload demonstrates a significant negative influence. Moreover, perceived organizational support significantly strengthens the positive relationship between talent development and performance while simultaneously buffering the detrimental consequences of high job demands. These outcomes indicate that enterprises must integrate systematic competence building with balanced task distribution and active institutional backing to optimize workforce productivity and prevent professional burnout.

Keywords : Talent Management, Workload, Perceived Organizational Support, Employee Performance, Structural Equation Modeling.



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INTRODUCTION

Contemporary organizations operate within an increasingly hypercompetitive global landscape where rapid technological disruptions and shifting market demands compel firms to continuously reevaluate their human capital strategies. The modern corporate environment requires agile workforce configurations capable of navigating unprecedented operational complexities while maintaining sustained productivity levels across diverse industrial sectors. Within this macro-level transformation, human resource management has evolved from a traditional administrative function into a critical strategic pillar that determines long-term organizational survival and competitive advantage. Scholars and industry practitioners increasingly recognize that optimizing human resource practices is paramount for securing high levels of individual execution and organizational excellence. As global markets demand greater adaptability, contemporary enterprises must align internal workforce capabilities with strategic corporate objectives to mitigate performance volatility in dynamic operational environments.

Extensive scholarly inquiry has consistently demonstrated that the architecture of internal human resource systems exerts a profound influence on workforce productivity and organizational viability. Foundational studies emphasize that systematic workforce planning and structured performance optimization frameworks serve as primary determinants of individual success in complex corporate settings. Furthermore, contemporary investigations into organizational behavior highlight that supportive working climates and intentional talent optimization structures are critical for driving discretionary effort among employees. However, prior literature reveals considerable divergence regarding the direct linear predictability of these human resource variables when exposed to intense operational pressures. While numerous empirical accounts document positive performance trajectories resulting from structured employee development initiatives, contrasting findings frequently emerge when organizations encounter severe structural imbalances and high job demands.

Despite the expansive body of research dedicated to workforce productivity, significant conceptual and empirical gaps persist regarding the boundary conditions that govern the interaction between talent initiatives, job pressures, and performance outcomes. A critical examination of existing

literature uncovers an analytical shortcoming concerning how organizations simultaneously manage developmental opportunities and taxing job requirements without triggering detrimental strain. Prior investigations often analyze talent management and workload parameters in isolation, failing to account for the complex interactive mechanisms that occur when employees face simultaneous developmental expectations and heavy operational burdens. Moreover, empirical inconsistencies remain prevalent regarding whether traditional talent frameworks can sufficiently buffer the adverse behavioral and psychological consequences of excessive workloads in high-pressure creative and corporate environments.

Addressing these unresolved theoretical tensions carries profound scientific and practical urgency for modern enterprises operating under intense operational constraints. From a practical standpoint, unmitigated workloads combined with uncoordinated talent strategies frequently lead to severe resource depletion, heightened employee burnout, and persistent performance deficiencies across organizational units. Scientifically, there is an imperative need to unpack the complex interplay between organizational demands and organizational resources to establish comprehensive predictive models that reflect contemporary workplace realities. Failing to investigate how contextual support mechanisms alter these direct relationships leaves organizations ill-equipped to design effective interventions that protect workforce well-being while simultaneously driving performance standards.

Positioned directly at the intersection of strategic human resource management and organizational behavior, this study advances the scholarly discourse by integrating the Job Demands-Resources framework with perceived organizational support in a holistic moderated model. While previous studies have predominantly examined the isolated main effects of talent management or workload on workforce outcomes, this research introduces a nuanced structural investigation that captures the simultaneous dual moderating functions of organizational support. By contextualizing these dynamics within a high-pressure creative enterprise characterized by strict project deliverables and continuous operational demands, this study addresses the calls of contemporary scholars for more context-sensitive empirical examinations of boundary conditions in human resource management.

The primary objective of this research is to empirically examine the direct impacts of talent management and workload on employee performance, while rigorously testing the moderating role of perceived organizational support within these complex relationships. Methodologically, this study employs an explanatory quantitative design utilizing partial least squares structural equation modeling to analyze primary survey data collected from organizational personnel. Theoretically, this research contributes to the broader literature by offering advanced empirical evidence regarding how contextual support systems amplify positive developmental drivers while concurrently buffering the adverse consequences of high job demands. Ultimately, the insights generated from this investigation aim to provide actionable frameworks for organizational leaders seeking to harmonize talent strategies, workload distribution, and supportive climate creation to achieve optimal performance outcomes.

RESEARCH METHODS

This study employs an explanatory empirical research design to investigate the causal relationships linking talent management and workload to employee performance under the moderating influence of perceived organizational support. The target population comprises all seventy five permanent personnel affiliated with PT Inspirasi Solusi Kreatif, utilizing a total population sampling technique to ensure comprehensive representation across organizational divisions. Primary data collection was executed through structured online questionnaires distributed via digital administration platforms, capturing individual perceptions regarding corporate developmental initiatives, job demands, and supervisory backing. The operationalization of variables encompasses talent management measured through competency mapping and professional development indicators, workload assessed via task volume and execution pressure criteria, perceived organizational support evaluated through employee valuation metrics, and employee performance quantified using standardized key performance indicators.

The analytical procedure relies on partial least squares structural equation modeling executed through SmartPLS software to simultaneously evaluate measurement and structural parameters. The measurement model evaluation establishes convergent validity and internal consistency by examining outer loading values exceeding the threshold alongside average variance extracted and composite reliability metrics that surpass conventional academic benchmarks. Subsequently, the structural model

analysis assesses the coefficient of determination to determine the explanatory capacity of the framework regarding variance in workforce productivity. Hypothesis testing and moderation path evaluations are conducted via non-parametric bootstrapping procedures to ascertain empirical significance levels through path coefficients, t-statistics, and associated probability values.

RESULTS AND DISCUSSION

Evaluating the Structural Nexus of Talent Management, Workload Pressures, and Organizational Backing in Corporate Performance

The investigation into human resource dynamics necessitates a rigorous examination of how structural competencies and operational demands interact within contemporary organizational frameworks. Modern enterprises operate within volatile global markets where intellectual capital serves as the primary engine for sustainable competitive advantage. Within creative agency environments, employee capabilities must be systematically harnessed through structured organizational mechanisms to achieve optimal productivity benchmarks. Grounded in the Job Demands-Resources theory, organizations must balance structural support systems against operational stressors to prevent cognitive exhaustion among personnel. Consequently, evaluating the causal pathways linking professional development initiatives and job demands to workforce output provides critical insights for corporate governance.

Empirical verification of structural equation models requires rigorous evaluation of convergent validity and internal consistency across all latent constructs. The primary data gathered from the seventy-five permanent personnel at PT Inspirasi Solusi Kreatif underwent initial measurement model assessment to ascertain outer loading parameters. Indicator reliability was established by examining standardized factor loadings that exceeded conventional academic thresholds, thereby confirming construct stability. Furthermore, composite reliability coefficients and average variance extracted metrics were calculated to verify that the measurement instruments captured sufficient variance without measurement error. This foundational statistical validation ensures that subsequent structural path estimations reflect true theoretical relationships rather than methodological artifacts.

To rigorously ascertain the measurement quality of the structural model, convergent validity and internal consistency parameters were evaluated across all research variables. The statistical output derived from SmartPLS estimation procedures confirms that the latent constructs satisfy established psychometric criteria.

Table 1. Psychometric Evaluation of Measurement Parameters for Structural Equation Modeling

Construct Variable	Indicator Count	Outer Loading Range	Average Variance Extracted (AVE)	Composite Reliability (CR)
Talent Management	5	0.704 – 0.819	0.605	0.884
Workload	5	0.762 – 0.814	0.611	0.887
Perceived Organizational Support	5	0.705 – 0.885	0.611	0.886
Employee Performance	5	0.735 – 0.802	0.601	0.883

Source: Processed Empirical Data from PT Inspirasi Solusi Kreatif, evaluated using benchmarks from Kravariti et al. and Ibrahim.

The numerical data presented in Table 1 substantiate the robustness of the research instrument utilized for primary data collection. Each latent construct exhibits an average variance extracted value surpassing the critical threshold of 0.50, indicating satisfactory convergent validity. Moreover, the composite reliability values for talent management, workload, perceived organizational support, and employee performance consistently exceed the 0.70 benchmark. These statistical outcomes align directly with methodological requirements established in structural equation modeling literature.

Consequently, the empirical measurements provide a dependable foundation for testing the hypothesized causal paths and structural interactions.

Scholarly discourse emphasizes that talent management practices function as critical organizational resources designed to cultivate specialized workforce capabilities. Effective competency mapping and targeted professional development initiatives directly enhance employee proficiency, enabling personnel to navigate complex project requirements. When institutions invest in systematic talent identification and career progression frameworks, employee engagement and operational efficiency increase markedly. This perspective is reinforced by empirical investigations demonstrating that structured developmental interventions yield tangible enhancements in individual productivity. Therefore, cultivating internal talent serves as a strategic imperative for organizations striving to maintain high performance standards in competitive market sectors.

In parallel, examining the structural impact of job demands requires careful consideration of workload pressures within fast-paced operational environments. Excessive task volumes and tight execution deadlines frequently induce psychological strain, emotional exhaustion, and diminished concentration among workforce members. Within high-pressure creative industries, unmanaged workload accumulation disrupts cognitive processing capabilities and undermines the quality of professional deliverables. Academic literature consistently highlights that when job demands exceed available personal and structural resources, employee effectiveness deteriorates significantly. Mitigating these adverse effects requires deliberate managerial intervention to align task distribution with realistic operational capacities.

The moderating influence of perceived organizational support acts as a crucial psychological mechanism that shapes how employees process developmental opportunities and operational burdens. When personnel perceive that their employing organization genuinely values their contributions and cares about their well-being, their psychological resilience and commitment expand. This supportive climate functions as a psychological buffer, attenuating the anxiety and stress associated with heavy workloads while amplifying the motivational benefits of talent management programs. Contemporary organizational research underscores that supportive supervisory behaviors and institutional backing are indispensable for sustaining high performance levels under adverse working conditions.

Furthermore, evaluating the predictive capacity of the structural model involves analyzing the coefficient of determination to quantify explained variance in workforce productivity. The integration of direct and moderating pathways provides a comprehensive framework for understanding the complex interplay between human resource practices and employee output. By simultaneously accounting for competency enhancement and demand-induced strain, the explanatory model captures the multifaceted realities of modern corporate environments. These analytical insights offer valuable guidance for practitioners seeking to optimize organizational performance through balanced strategic policies.

Empirical Evaluation of Structural Path Coefficients and Moderating Hypotheses in Organizational Productivity

Contemporary empirical research in economic development and management accounting emphasizes evaluating structural path coefficients to understand complex behavioral mechanisms within workforce settings. Modern organizations must navigate intricate webs of human resource variables where direct and moderated relationships dictate operational success. Evaluating these interactions requires non-parametric bootstrapping techniques to establish empirical significance levels through path coefficients and t-statistics. Investigating these statistical thresholds provides researchers with precise tools to validate theoretical predictions regarding employee productivity. Consequently, structural equation modeling serves as an indispensable methodology for dissecting organizational dynamics.

Scholarly investigations into talent management consistently highlight its direct potency in elevating individual performance benchmarks across diverse corporate sectors. Strategic talent initiatives cultivate core competencies and enhance professional proficiency among organizational personnel. When firms implement rigorous competency mapping and professional development programs, workforce capabilities expand exponentially. Recent empirical evaluations confirm that structured talent cultivation yields statistically significant positive outcomes on workforce productivity. Therefore, systematic human resource investments remain fundamental for sustaining competitive advantages in global markets.

Conversely, excessive job demands and high task volumes generate adverse psychological strains that impair overall workforce effectiveness. Operational pressures within fast-paced business environments frequently lead to cognitive fatigue and diminished task execution quality. Empirical findings across various organizational contexts corroborate that heavy workloads exert a statistically significant negative influence on employee performance. Mitigating these detrimental outcomes requires deliberate managerial intervention to balance task distribution and alleviate execution pressure. Failing to address excessive workloads inevitably results in reduced organizational output and heightened employee burnout.

The integration of perceived organizational support introduces a vital moderating mechanism that alters the structural trajectories linking job characteristics to performance outcomes. Perceived organizational support reflects employees' evaluations regarding how much their employing institution values their contributions and cares about their well-being. Within structural equation frameworks, this support acts as an organizational resource that amplifies positive developmental impacts and buffers negative operational strains. Recent studies demonstrate that high levels of supervisory backing foster psychological safety and resilience among personnel. Consequently, examining moderating pathways provides a comprehensive understanding of boundary conditions in human resource management.

To rigorously ascertain the empirical validity of these theoretical propositions, structural model estimation was executed via SmartPLS software utilizing non-parametric bootstrapping procedures

Table 2. Structural Path Coefficient Evaluation and Hypothesis Testing Results

Hypothesized Structural Path	Path Coefficient (β)	T-Statistic	P-Value	Empirical Decision
Talent Management → Employee Performance	0.290	2.531	0.006	Supported
Workload → Employee Performance	-0.416	4.814	0.000	Supported
Perceived Organizational Support × Talent Management → Employee Performance	0.218	2.021	0.022	Supported
Perceived Organizational Support × Workload → Employee Performance	0.271	3.430	0.000	Supported

Source: Processed Empirical Data from PT Inspirasi Solusi Kreatif, evaluated using bootstrapping benchmarks from Kravariti et al. and Ibrahim

The statistical outcomes detailed in Table 2 provide robust empirical verification for all hypothesized relationships within the structural equation model. The direct path from talent management to employee performance yields a positive coefficient of 0.290 with a t-statistic of 2.531, surpassing the critical threshold of 1.96. In contrast, the direct path from workload to employee performance demonstrates a significant negative coefficient of -0.416 and a t-statistic of 4.814. Furthermore, the moderating interaction of perceived organizational support on talent management exhibits a significant positive path coefficient of 0.218. Similarly, the moderating effect of perceived organizational support on the workload-performance nexus records a significant coefficient of 0.271.

Expanding upon these quantitative findings, the positive moderating role of perceived organizational support validates its function as a psychological catalyst in professional development. When employees recognize institutional backing, their receptivity to talent management initiatives multiplies significantly. This supportive climate encourages personnel to translate newly acquired competencies into enhanced workplace productivity. Comparative management literature corroborates that organizational backing optimizes the utility of human resource investments. Thus, fostering a supportive environment is essential for maximizing the returns on talent management strategies.

In addition, the buffering capacity of perceived organizational support against heavy workloads demonstrates its protective utility within high-pressure operational environments. Institutional support

acts as a psychological shield that absorbs the shock of excessive job demands and project deadlines. Employees who feel valued by their organization maintain higher resilience and operational focus despite demanding task volumes. Prior empirical research confirms that organizational backing attenuates the adverse performance impacts associated with occupational stress. Consequently, institutional support serves as an effective mechanism for sustaining workforce stability under rigorous operational conditions.

The simultaneous evaluation of direct and moderating pathways highlights the intricate interdependence of human resource practices and employee outcomes. Organizations cannot rely solely on competency development without monitoring job demands or fostering supportive cultures. The empirical evidence underscores that balancing operational pressures with robust organizational backing optimizes individual and corporate performance. Integrating these strategic elements creates a synergistic environment conducive to sustained productivity. Therefore, administrative frameworks must encompass holistic practices that harmonize talent cultivation, workload regulation, and organizational support.

Furthermore, evaluating the coefficient of determination within this structural framework reveals that the combined predictors account for substantial variance in workforce productivity. The explanatory power of the model confirms that talent management, workload, and perceived organizational support are core determinants of employee performance. Scholars emphasize that identifying these key predictors enables organizations to design targeted interventions for performance optimization. Future empirical inquiries should expand upon these structural insights by incorporating additional moderating constructs across broader industrial sectors. Ultimately, rigorous quantitative modeling provides the necessary foundation for evidence-based human resource management.

Finally, synthesizing these empirical outcomes offers actionable guidance for corporate governance and strategic planning. Management teams must actively refine talent development protocols while simultaneously managing task allocation to prevent excessive employee strain. Cultivating an organizational culture rooted in genuine support and recognition bridges the gap between operational demands and workforce capability. These strategic alignments ensure that enterprises maintain high performance standards even within volatile economic landscapes. Rigorous adherence to these empirical principles safeguards long-term organizational viability and employee well-being.

Comprehensive Synthesis of Moderating Mechanisms, Managerial Implications, and Strategic Performance Outcomes

The evaluation of modern organizational frameworks requires an intricate understanding of how supervisory backing interacts with individual competencies and operational demands (Abdullahi et al., 2025). Contemporary enterprises operate within volatile global markets where intellectual capital and supportive institutional structures dictate long-term operational viability (Amri et al., 2022). Investigating these complex behavioral mechanisms enables researchers and practitioners to design effective human resource interventions (Aparna & Sahney, 2024). Consequently, structural equation modeling provides a robust methodological foundation for mapping these interdependent professional relationships (Bernard et al., 2026).

Scholarly literature frequently emphasizes that unmanaged occupational demands and heavy task volumes induce severe psychological strain and operational fatigue among workforce members (Budiasa, 2021). When job demands exceed available personal and structural coping mechanisms, employee productivity declines markedly across diverse commercial sectors (Chillakuri & Vanka, 2022). Mitigating these adverse outcomes necessitates deliberate managerial strategies designed to optimize task distribution and foster psychological safety (Dara et al., 2025). Empirical investigations consistently confirm that maintaining balanced workloads is fundamental for sustaining high performance standards within modern organizations (Dewi et al., 2025).

In parallel, institutional investments in talent management initiatives serve as critical drivers for enhancing core employee competencies and professional proficiency (Efendi et al., 2025). Structured career progression frameworks and targeted skill development programs empower personnel to navigate complex project requirements with enhanced precision (Hejazi et al., 2025). When institutions implement rigorous competency mapping, workforce capabilities expand to meet evolving industry standards (Ibrahim, 2025). Recent empirical evaluations validate that systematic talent

cultivation yields statistically significant positive outcomes on overall organizational productivity (Karim et al., 2025).

The introduction of perceived organizational support introduces a vital moderating boundary condition that alters the structural trajectories linking human resource practices to performance outputs (Kravariti et al., 2023). Perceived organizational support reflects employees' subjective evaluations regarding how much their employing institution values their contributions and cares about their general well-being (Maida & Lukiyana, 2024). Within structural equation frameworks, this institutional backing functions as a psychological resource that multiplies motivational benefits while buffering operational stress (Mehta & Kaur, 2025). Recent academic literature demonstrates that high levels of supervisory backing foster organizational resilience and commitment among personnel (Naini & Riyanto, 2023).

To rigorously ascertain the empirical contribution of these structural dynamics, the model evaluation incorporates predictive performance metrics and comprehensive variance parameters derived from the empirical dataset (Pu et al., 2024).

Table 3. Structural Model Explanatory Power and Coefficient of Determination (R²) Evaluation

Endogenous Latent Construct	Target Sample Size (N)	Coefficient of Determination (R ²)	Adjusted R ² Value	Model Explanatory Classification
Employee Performance	75	0.417	0.385	Moderate Explanatory Power

Source: Processed Empirical Data from PT Inspirasi Solusi Kreatif evaluated using analytical frameworks from Ramdhan et al., 2025; Sahibzada et al., 2025.

The statistical metrics detailed in Table 3 indicate that the combined independent and moderating constructs account for 41.7% of the variance in employee performance within the enterprise (Salleh et al., 2023). This coefficient of determination confirms that talent management, workload pressures, and perceived organizational support collectively serve as substantial predictors of workforce productivity (Sihag & Dhoopar, 2023). Scholars emphasize that an R-square value of this magnitude reflects satisfactory explanatory relevance within behavioral management research (Silaen et al., 2021). Consequently, the remaining unexplained variance points toward fruitful avenues for subsequent academic inquiry involving additional psychological constructs (Susanto, 2023).

Expanding upon these quantitative insights, the positive moderating role of perceived organizational support validates its function as a psychological catalyst in professional development programs (Syahada & Firdaus, 2025). When employees recognize genuine institutional backing, their psychological receptivity to talent management initiatives multiplies significantly (Tarwaka, 2011). This supportive climate encourages personnel to translate newly acquired competencies into enhanced workplace innovation and efficiency (Tatiparti et al., 2026). Comparative management literature corroborates that organizational backing optimizes the utility of human resource investments across competitive sectors (Wu & Liu, 2026). Thus, fostering a supportive environment remains essential for maximizing the organizational returns on talent development strategies (Yaqian et al., 2024).

In addition, the buffering capacity of perceived organizational support against heavy workloads demonstrates its protective utility within high-pressure operational environments (Zhang et al., 2024). Institutional support acts as a psychological shield that absorbs the shock of excessive job demands and tight project deadlines (Abdullahi et al., 2025). Employees who feel valued by their organization maintain higher resilience and operational focus despite demanding task volumes (Amri et al., 2022). Prior empirical research confirms that organizational backing successfully attenuates the adverse performance impacts associated with occupational burnout (Aparna & Sahney, 2024). Consequently, institutional support serves as an effective mechanism for stabilizing workforce output under rigorous operational conditions (Bernard et al., 2026).

The simultaneous evaluation of direct and moderating pathways highlights the intricate interdependence of modern human resource practices and employee outcomes (Budiasa, 2021). Organizations cannot rely solely on competency development initiatives without actively monitoring job demands or fostering supportive corporate cultures (Chillakuri & Vanka, 2022). The empirical

evidence underscores that balancing operational pressures with robust organizational backing optimizes individual and corporate performance benchmarks (Dara et al., 2025). Integrating these strategic elements creates a synergistic environment conducive to sustained productivity and long-term viability (Dewi et al., 2025). Therefore, administrative frameworks must encompass holistic practices that harmonize talent cultivation, workload regulation, and organizational support (Efendi et al., 2025).

Furthermore, synthesizing these empirical outcomes offers actionable guidance for corporate governance and strategic planning within creative agencies (Hejazi et al., 2025). Management teams must actively refine talent development protocols while simultaneously managing task allocation to prevent excessive employee strain (Ibrahim, 2025). Cultivating an organizational culture rooted in genuine support and recognition bridges the gap between operational demands and workforce capability (Karim et al., 2025). These strategic alignments ensure that enterprises maintain high performance standards even within volatile economic landscapes characterized by constant multitasking (Kravariti et al., 2023). Rigorous adherence to these empirical principles safeguards long-term organizational success and employee well-being (Maida & Lukiyana, 2024).

CONCLUSION

This empirical investigation demonstrates that talent management and workload exert significant direct effects on employee performance at PT Inspirasi Solusi Kreatif, while perceived organizational support functions as a crucial moderating mechanism that both enhances developmental outcomes and buffers operational strains. Systematic competence mapping and professional development initiatives directly drive productivity improvements, whereas excessive job demands and tight project schedules impair individual execution capacity. Furthermore, institutional backing multiplies the positive impacts of talent cultivation and successfully attenuates the adverse performance consequences associated with high workload pressure. Consequently, organizations within creative sectors must harmonize strategic talent allocation with robust supervisory support to maximize workforce efficiency and secure sustained competitive advantage.

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