

The Role of Work Engagement as a Mediating Influence of Workload and Supervisor Support on Employee Performance PT Jasa Raharja Bali

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ABSTRACT

The purpose of this study was to analyze the effect of workload and supervisor support on employee performance through work engagement as a mediating variable at PT Jasa Raharja in Bali. Data collection using questionnaires submitted to 51 respondents who are employees at PT Jasa Raharja in Bali. Hypothesis testing is done with PLS inferential analysis. The results showed that workload has a negative and significant effect on employee performance. The workload does not have a considerable effect on work engagement. Supervisor support has a positive and insignificant effect on employee performance. Supervisor support has a positive and significant effect on work engagement. Work engagement has a positive and significant effect on employee performance. Work engagement is not able to mediate the effect of workload on performance, work engagement can mediate the effect of supervisor support on employee performance partially. The implication of this research is to highlight the importance of managing a more balanced workload, improving communication and support from leaders, and strategies to strengthen employee engagement to improve employee performance.

Keywords: *employee performance, supervisor support, workload, work engagement*

1. INTRODUCTION

PT Jasa Raharja is a State-Owned Enterprise (SOE) engaged in services, especially serving social insurance in Indonesia. The company was established to provide basic protection to people who are involved in traffic accidents and public transportation accidents. PT Jasa Raharja is responsible for managing funds and distributing compensation to victims by applicable laws. State-owned companies need to build public trust by improving services effectively and efficiently in the community (Juru & Wellem, 2022). To ensure fast and targeted services, the employee has an important role in organizational affairs (Malik et al., 2020).

Employees are a crucial factor in driving company activities (Silaban et al., 2021). State-owned companies are required to have a professional, competent attitude and display the best results in their performance, so predicting high performance is one of the most studied problems in organizational industrial psychology and HR management (Spagnoli et al., 2020). According to Hasibuan (2017:94), employee performance is the work that a person achieves in carrying out their duties. Employee performance must be planned continuously because improving employee performance is not an instantaneous event but requires a well-organized plan and action within a certain period.

According to Afandi (2021:86), several factors affect performance, including the clarity and acceptance of a worker related to the workload they receive. Based on the self-determination theory, it is also explained that internal pressure is a factor that determines a person's behavior (Broeck et al., 2021). The workload is a process of determining the number of working hours of human resources that work, are used and needed in completing a job for a certain period (Koesomowidjojo, 2017: 21). The literature has distinguished between two types of job demands, namely obstacles and challenges (Abualigah et al., 2021). In this situation, workload can be considered a negative obstacle. Employees who are faced with excessive workload will experience the emergence of employee emotions that are not expected to have an impact on the employee's behavior, which causes not optimal at work (Juru & Wellem, 2022). This illustrates that workload is a strategic work condition that must be handled carefully by managers (Spagnoli et al., 2020). This is to the research of Spagnoli et al. (2020), Janib et al. (2021), Silaban et al. (2021), Budiasa et al. (2021), and Nasrul et al. (2023), which resulted in a negative and significant relationship between workload and

performance. Meanwhile, research by Ahmad et al. (2019) and Silaban et al. (2021) concluded that there is no significant relationship between workload and performance.

In addition to workload, supervisor support is also one of the other important factors that is thought to have an important role in influencing employee behavior on performance. According to Afandi (2021: 86), leadership, in this case, the boss, is also a determining factor in performance. Superiors must provide adequate support to employees to develop self-confidence and to improve employee performance (Zeb et al., 2023). Perceptions of supervisor support include employee relationships and exchanges with superiors, as well as unwritten mutual commitments or expectations of the parties (Yorgancioglu et al., 2021). Employees who feel that they are supported by the organization and believe that employees are motivated will increase the positive atmosphere in the workplace (Yorgancioglu et al., 2021). This is also explained in the conclusions of the research by Yorgancioglu et al. (2021), Talukder & Galang (2021), Ekowati & Finthariasari (2021), Rahmayani & Wikaningrum (2022), and Zeb et al. (2023) that supervisor support provides greater opportunities to improve employee performance. Meanwhile, research by McIlroy et al. (2021) did not find the resulting impact of supervisor support on performance.

In this study, researchers highlighted the fact that although management has managed workload and the quality of supervisors, there is still little attention to work engagement in employees within state-owned companies. Robbins & Judge (2016), job engagement as an employee who measures himself by identifying with his job and actively participating in his company, and considers that his work is important for his self-esteem and life. Work engagement reflects a positive mental state associated with an employee's work (Wang & Chen, 2020). Work engagement will be indicated by a positive, satisfying, and work-related state of mind characterized by passion, dedication, and absorption (Abualigah et al., 2021). Employee work engagement is important because it is a predictor of employee well-being and is related to the work produced (Gordon, 2020). Several studies, including Awan et al. (2021), Awan et al. (2021), Shin & Hur (2021), Neuber et al. (2022), and Wijayanto et al. (2024), concluded that job engagement has a significant positive effect on employee performance.

Research by Zang et al. (2021) proves that excessive workload on employees can directly affect work engagement and the results provided. It is also revealed by Abualigah et al. (2021) that job demands affect work engagement. Likewise, research by Uwannah et al. (2021) concluded that increasing supervisor support is likely to lead to increased employee engagement because employees who feel they have support from their supervisors are more satisfied with their jobs. Supervisor support increases engagement and ultimately results in the best performance.

Based on the annual report of PT Jasa Raharja Bali, it is known that the organization is paying more attention to aspects of HR development, which results in having productive, responsive, competent, innovative, and moral HR. The employee assessment system owned by the company refers to performance as a stimulus to encourage employees to provide the best output by taking into account two things, namely the Key Performance Indicator (KPI) and KSA (Knowledge, Skill, and Attitude) of the employee concerned (Jasa Raharja Annual Report, 2023). Based on the annual report, it is known that the employee performance assessment for the last three years has a good realization value, but still needs to be improved. Based on this, this research will focus on employee performance using workload factors, superior support, and work engagement with the title "The Role of Work Engagement as a Mediator of the Effect of Workload and Superior Support on Employee Performance of PT Jasa Raharja Bali".

2. RESEARCH METHODS

This research uses a quantitative approach conducted at one of the State-Owned Enterprises, namely at PT Jasa Raharja in Bali, and is based at Jl. Hayam Wuruk No.202, Dusun. Tanjung Bungkal Kaja, Ds. Sumerta Kelod, Denpasar, Bali 80239. This company was chosen because of the importance of examining employee performance in government agencies that have become the focus of society today. The population in this study were all employees with the determination of the number of samples using saturated samples, namely 52 respondents. The data collection method used is the survey method using a questionnaire. Statement items are measured on a Likert scale using five numbers from 1 (strongly disagree) to 5 (strongly agree). The data analysis technique used is inferential analysis to analyze the relationship between the variables studied in this study with Partial Least Squares tools.

3. RESULTS AND DISCUSSIONS

The results of the analysis show that workload has a negative effect on employee performance with a coefficient of -0.238, and the relationship is significant at the level of $0.040 < 0.05$ H1 is accepted. Workload has a negative effect on work engagement with a coefficient of -0.041, but the relationship is not significant at the level of $0.751 > 0.05$ H2 is rejected. Supervisor support has a positive effect on employee performance with a coefficient of 0.069, but the relationship is not significant at the level of $0.615 > 0.05$ H3 is rejected. Supervisor support has a positive effect on job

engagement with a coefficient of 0.481, and the relationship is significant at the level of $0.000 < 0.05$ H4 is accepted. Job engagement has a positive effect on employee performance with a coefficient of 0.699, and the relationship is significant at the level of $0.000 < 0.05$ H5 is accepted. The effect of workload and employee performance through work engagement has a coefficient of -0.029 and a p-value of 0.759, which is not significant, the effect of workload on employee performance directly has a coefficient of -0.267 and a p-value of $0.085 > 0.05$, which means it is also not significant, meaning that work engagement is unable to act as a mediator in the effect of workload on employee performance, hypothesis 6 is rejected. The effect of supervisor support and employee performance through work engagement has a coefficient of 0.336 and a p-value of 0.000, which means significant, while the effect of supervisor support on employee performance directly has a coefficient of 0.406 and a p-value of $0.009 < 0.05$, which also means significant, meaning that work engagement can act as a partial mediation on the effect of supervisor support on employee performance.

The R-Square (R²) value of work engagement R-Square value of 0.243 means that workload and supervisor support can explain variations in work engagement by 24.3 percent, while the rest is explained by variations in other variables outside the research model. In employee performance, the R-Square obtained is 0.658, which means that workload, supervisor support, and work engagement can explain variations in employee performance by 65.8 percent, while the remaining 34.2 percent is influenced by other constructs not analyzed in the estimation model. Meanwhile, Q² is 0.734, which means that the model is included in the strong model criteria, meaning that the estimation model built in this study has a strong level of predictive accuracy.

Table 1. Hypothesis Test Results

| Construct | Path Coefficient | P value | Description |
|--|------------------|---------|-------------------|
| Workload → Employee Performance | -0,238 | 0,040 | Significant |
| Workload -> Work Enggagemen | -0,041 | 0,751 | Not Significant |
| Supervisor Support -> Employee Performance | 0,069 | 0,615 | Not Significant |
| Supervisor Support -> Work Enggagement | 0,481 | 0,000 | Significant |
| Work Enggagement-> Employee Performance | 0,699 | 0,000 | Significant |
| Workload -> Work Enggagement -> Employee Performance | -0,029 | 0,759 | Not Mediating |
| Supervisor Support -> Work Enggagement-> Employee Performance | 0,336 | 0,001 | Partial Mediation |
| R ² Work Enggagement: 0,243; R ² Employee Performance: 0,658; Q ² : 0,734 | | | |

3.1. The Effect of Workload on Employee Performance at PT Jasa Raharja in Bali

Based on an analysis of the effect of workload on employee performance shows that workload has a negative and significant effect on employee performance. This indicates that the higher the workload experienced by employees of PT Jasa Raharja in Bali, the lower employee performance will be. Based on the respondents' answers, it shows that a low workload can produce excellent performance. A workload that can be managed properly has the potential to increase employee work effectiveness, resulting in high performance. Based on Self-Determination Theory (SDT), a significant negative workload refers to excessive or uncontrollable job demands. Workloads that are too high, unclear, or stressful can reduce the sense of control (autonomy), cause employees to feel incompetent, and isolate them from coworkers, which can lead to burnout. These results are not in line with the research of Spagnoli et al. (2020), Janib et al. (2021), Silaban et al. (2021), Budiasa et al. (2021), and Nasrul et al. (2023) resulted in a negative and significant relationship between workload and performance.

3.2. The Effect of Workload on Employee Work Engagement at PT Jasa Raharja in Bali

Based on an analysis of the effect of workload on work engagement, it shows that workload has a negative but insignificant effect on employee performance. This indicates that the higher the workload experienced by employees of PT Jasa Raharja in Bali, the lower employee performance will be, but the decrease that occurs is not significant. Based on the respondents' answers, it shows that the workload received by employees is relatively low, so it does not have a significant effect on work engagement because workload is not the main factor influencing employee work engagement. Based on Self-Determination Theory (SDT), workload may not have a significant influence on work engagement if it does not inhibit or support the fulfillment of basic psychological needs. Perceived workload is low or

reasonable, so employees may not experience excessive pressure that reduces motivation or work engagement. This is also mentioned by Montani et al. (2020), Elfitasari & Mulyana (2020), Zhang et al. (2021), Abualigah et al. (2021), and Wang et al. (2021) that workload has a significant negative effect on work engagement.

3.3. The Effect of Superior Support on Employee Performance at PT Jasa Raharja in Bali

Based on an analysis of the effect of superior support on employee performance shows that superior support has a positive but insignificant effect on employee performance. This indicates that the better the superior support felt by employees of PT Jasa Raharja in Bali, the more employee performance will increase. Based on the respondents' answers, it shows that the condition of superior support is in the good category. Based on Self-Determination Theory (SDT), superior support does not have a significant effect on employee performance when the support does not directly facilitate the fulfillment of three basic psychological needs without providing freedom at work (autonomy), does not help develop skills (competence), or does not create meaningful work relationships (connectedness), then the impact on performance can be insignificant. In addition, in some situations. This supports the research of McIlroy et al. (2021), who found no effect of supervisor support on performance. However, it is not in line with the research of Yorgancioglu et al. (2021), Talukder & Galang (2021), Ekowati & Finthariasari (2021), Rahmayani & Wikaningrum (2022), and Zeb et al. (2023) that supervisor support has a significant positive effect on employee performance.

3.4. The Effect of Superior Support on Work Engagement at PT Jasa Raharja in Bali

Based on the analysis of the effect of superior support on work engagement shows that superior support has a positive and significant effect on work engagement. This indicates that the better the superior support felt by employees of PT Jasa Raharja in Bali, the more employees will feel attached to the organization. Supervisor support in this study is proven to encourage employees to be willing to be involved in organizational achievement. This is because employees want to receive supervisor feedback that encourages employees' willingness to engage in these activities. Based on Self-Determination Theory (SDT), supportive superiors provide flexibility and trust at work, so that employees feel they have control over the tasks they are responsible for (autonomy). In addition, guidance, feedback, and recognition from superiors help increase employee confidence and skills (competence). Supervisor support also creates a positive work environment and strengthens social relationships, causing employees to feel valued and connected to the team (connectedness). These results are in line with the research of Baqir et al. (2020), Gordon (2020), Orgambidez & Almeida (2020), Hamzah et al. (2021) and Uwannah et al. (2021) also concluded that support from superiors has a positive and significant effect and allows for increased work engagement.

3.5. The Effect of Work Engagement on Employee Performance at PT Jasa Raharja in Bali

Based on an analysis of work engagement on employee performance, it shows that work engagement has a positive and significant effect on employee performance. This indicates that employees of PT Jasa Raharja who feel more attached to the organization produce the same performance produced by employees. Based on the respondents' answers, it shows that employees have a very high level of engagement and employee performance, which is also in a very high category. This engagement reflects that employees have a sense of belonging to the organization, which directly contributes to improving performance through service. Based on the Self-Determination Theory (SDT), employees who are emotionally and psychologically attached to their work will be more encouraged to produce maximum performance. This result is in line with the research of Awan et al. (2021), which found that a significant positive impact of job engagement on job performance tasks and contextual performance was felt. In addition, Shin & Hur (2021), Neuber et al. (2022), and Wijayanto et al. (2024) also get similar results that there is a positive and significant relationship between work engagement and the performance produced by employees.

3.6. The Role of Work Engagement Mediating the Effect of Workload on Employee Performance at PT Jasa Raharja in Bali

Based on an analysis of the mediating role of workload on employee performance through work engagement, it was found that work engagement was unable to act as a mediating variable. This means that although workload can affect employee performance directly, work engagement does not significantly mediate the relationship. This indicates that other factors outside of job engagement may play a greater role in determining employee performance. This result is consistent with the research of Zang et al. (2021), which proves that excessive workload on employees can directly affect work engagement and results provided. This was also revealed by Abualigah et al. (2021) that job demands affect work engagement and ultimately impact performance. Iksan et al. (2020) also stated that job engagement fully mediates the effect of job demands on performance.

3.7. The Role of Work Engagement Mediates the Effect of Supervisor Support on Employee Performance at PT Jasa Raharja Bali Branch in Denpasar.

Based on an analysis of the mediating role of supervisor support on employee performance through work engagement, the results show that work engagement can act as a partial mediating variable. This means that supervisor support has a direct influence on employee performance, but part of the influence is also passed on through increasing employee work engagement. Employees who feel supported by their supervisor tend to be more engaged with the organization, more enthusiastic at work, and more motivated to achieve better results. Thus, companies can further improve employee performance by strengthening the role of superiors as supportive leaders, not only in terms of task completion but also in building better working relationships. This result is from the research of Hamzah et al. (2021), which states that supervisor support felt by employees in turn increases work engagement, which can also act as a mediator in the relationship between supervisor support and employee performance. Shin & Hur's research (2021) revealed that workload shapes the motivational process that has a positive impact on employee performance through work engagement.

4. CONCLUSION

The results of this study contribute to the development of theory in the field of human resource management, especially in understanding the relationship between workload, supervisor support, work engagement, and employee performance from the perspective of Self-Determination Theory (SDT). The analysis found that workload has a negative and significant influence on employee performance, which indicates that high work demands can hinder the achievement of optimal performance. However, workload is not significant on work engagement. In addition, this study also found that work engagement does not act as a mediator in the relationship between workload and employee performance, which indicates that other factors may be more dominant in determining the effect of workload on performance.

Other research results confirm that supervisor support has a positive effect on work engagement, which is in line with the SDT principle that meeting basic psychological needs can increase employee engagement. However, supervisor support did not have a significant direct effect on employee performance, indicating that the effectiveness of supervisor support depends on how it is perceived and translated into employee work behavior. This finding adds to the understanding that while supervisor support is important in creating a positive work environment, its impact on performance is more indirect, as it needs to go through increased employee engagement as a partial mediation. This is reinforced by the finding that work engagement has a positive and significant effect on employee performance, which supports the view in SDT that individuals with a high level of work engagement tend to be more passionate, dedicated, and have a higher commitment to their work.

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