

Article

# The Effect of Workload, Supervisor and Coworker Supports on Job Performance through Job Satisfaction

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**Abstract:** Job satisfaction and employee performance need special attention from the organization because the better it is expected to impact organizational performance positively. Thus, this study examines the effect of workload variables, coworker and supervisor support on job satisfaction and work performance at PT. REA Kaltim Plantations. This study uses a quantitative approach through a survey questionnaire on 150 permanent staff of PT. REA. The data were collected through the census method and analyzed using Structural Equation Modeling-Partial Least Square assisted by Warp-PLS. The result indicates that employee performance is affected by workload. Besides that, the workload has a significant effect on job satisfaction. Also, this study found that supervisor supports positively and significantly affects job satisfaction. Next, coworker support positively and significantly affects work performance. In addition, coworker support positively and significantly affects job satisfaction. Next, job satisfaction has a positive and significant effect on job performance. In conclusion, this study has successfully examined the factors influencing job satisfaction and performance. Also, this study concludes that workload affects employee work performance. Giving employees more work in a way that does not overwhelm them can improve their performance. Employees are given workloads that improve performance according to their abilities, do not provide excessive tasks, ensure comfort, demand completion of tasks as needed, and have the necessary skills.

**Keywords:** workload; supervisor support; coworker support; job satisfaction; job performance.



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## 1. Introduction

Human resources hold a strategic position, contributing to achieving organizational goals with a competitive advantage. It highlights human resources' importance to businesses as knowledgeable, skilled, and creative workers are essential to achieving organizational goals. A recent study by Karaalioglu & Karabulut (2019) showed that businesses generally research subjects related to human resources. The subject of employee job happiness is one of them. Since employee job satisfaction affects organizational

performance and poor employee performance will determine whether or not organizational goals are achieved, companies should pay special attention to the components of employee job happiness. Employees who report higher levels of job satisfaction also report higher levels of optimal and productive work, according to the results of Jalal & Zaheer (2017).

Thus, with the increase in employee job satisfaction, the organization's operational costs will decrease due to increased productivity in quantity and quality. Employees tend to leave the organization if they feel dissatisfied with their work (Hammer & Avgar, 2017). Organizations often conduct employee performance surveys because it is very important to understand how employees behave. It is believed that improved organizational performance will benefit from improved personnel performance. Customer loyalty and trust can increase when staff executes at a high level, Rabbanee et al. (2015) showed that employee performance has a significant positive effect on expected value, trust, and customer loyalty (Pang & Lu, 2018) reported substantial and positive effects of employee motivation on financial figures such as return on assets and profitability.

In addition, employees can influence the performance of non-financial dimensions, including customer service, productivity, and customer satisfaction. The role of employee performance plays an important role in the development of the organization. The factor that determines employee job satisfaction is the amount of workload the organization provides. The research results on the effect of workload on employee performance are still contradictory. Authors such as Shah Alam & Mohamed Sayuti (2011) and Purnama (2014) concluded that workload could improve employee performance based on metadata studies related to workload and employee performance. In addition, according to these studies, the workload can improve employee performance if the potential and abilities of employees give it.

Meanwhile, Bruggen (2015) found a similar relationship between workload and employee performance. Likewise, the highest performance occurs when the workload is moderate. However, (Johari et al., 2018) found different results and reported that workload does not impact employee performance. The quantity of social support obtained increases proportionally with work-related stress. Social support affects a person's stress level at work and negatively influences a person's capacity to work successfully. Good relationships among coworkers will help create harmonious working conditions and study the factors that can drive employees toward happiness at work. Good coworkers are one such factor, and more importantly, mutual support can increase employee productivity and, at the same time, it will reduce errors at work (Talukder & Galang, 2021).

Social support from coworkers and supervisors reduces stress and burnout (Amarneh et al., 2010). Social support can improve individual health and well-being, increasing work productivity and reducing stress-related problems, suggesting that social support can protect people from various pathological states and mental health problems. Supervisor support is considered beneficial for employee stress reduction as an external resource that increases engagement and productivity. The two aspects of social support that focus in this study are coworker support and supervisor support. Social support, a key resource (Rani Thanacoody et al., 2009), can help reduce burnout by providing socio-emotional assistance to individuals in the form of, for example, affection, understanding, or appreciation, and instrumental assistance in the form of advice, information, and help with job responsibilities. Previous research has found that support from supervisors or coworkers not only improves employee performance and psychological well-being but also minimizes the negative effects that aspects of work have on an individual.

Charoensukmongkol et al. (2016) According to the research results, there is a significant and positive correlation between job satisfaction and the support of coworkers and superiors. It implies that support from superiors and support from coworkers affects job satisfaction. (Munir & Rahman, 2016) The results showed that benefits and salaries, organizational social support, including coworkers and managerial support, and working conditions that support employee career development increase nurses' job satisfaction. From the description above, the researcher wants to research workload variables, coworker and supervisor support on job satisfaction, and work performance at PT. REA Kaltim Plantations.

## 2. Literature Review

Employee performance and job satisfaction is one of the important work attitudes to be researched, and organizations often conduct regular surveys related to employee performance and job satisfaction. High employee performance and job satisfaction can increase customer loyalty and trust. Several previous studies have researched variables affecting employee performance and job satisfaction, including workload variables, coworker support, and supervisor support.

## 2.1. Job Performance

Job performance is an important factor that affects the results and success of the company. In this setting, how workload affects worker performance often arises. It is inconceivable to improve employee performance as long as the workload remains constant. Work that requires a lot of energy can be detrimental to workers' mental and physical health (Nugraha et al., 2018). On the other hand, if adequately regulated, good workload management will improve performance. In addition, workload directly influences how well employees perform (Sitepu, 2013). Another justification for how workload affects performance is given by Adityawarman et al. (2016). They assert that it is feasible to improve worker performance by increasing the workload of those employees.

Workplace performance refers to a standard of work consistent with high levels of quality and productivity and is related to the workplace environment. Performance should be focused on achieving business objectives relevant to the job held. Activities that involve trying to achieve unrelated objectives are therefore excluded from the notion of performance. For example, work done to complete a task as quickly as possible is not seen as performance (unless it relates to avoiding procrastination). Employers evaluate employees' performance in the workplace to determine how well they perform in their roles. Employers consider some factors when assessing employee performance, including organizational skills, time management, leadership skills, and productivity. When conducting a job performance study, understanding the specifics of the activities performed and the goals to be achieved is essential. Elements that determine successful job performance include knowledge, accuracy, responsiveness, motivation, and support.

According to Robbins (2001), the correlation between employees' motivation and skills determines how well they perform at work. However, opportunity is still a very important component lacking in addition to skills and motivation. An achievement or performance review summarizes the results achieved from specific job responsibilities or activities over a predetermined period. Employee performance, also known as job performance, is defined by Dessler (2011) as the difference between what employees actually and should achieve. Expected job performance is a standard of achievement set so that it is possible to compare an employee's performance based on his position with the standards that have been set. In addition, it is possible to compare the performance of this worker with other employees.

## 2.2. Work Satisfaction

Since many factors can affect employee job satisfaction, this research is one of those being conducted. It will provide important information about the key factors determining employee happiness. According to Patwary & Rashid (2016), job satisfaction can be summarized as an individual's satisfaction or dissatisfaction with their job. According to Altay et al. (2009), a person's level of happiness or dissatisfaction with their job and emotional reactions to it can be categorized as their level of job satisfaction. Some aspects of a person's profession such as income, benefits and relationships with coworkers, and the setting in which they perform their duties, can elicit affective reactions (Ö Turunç, A Çalışkan, H Turgut, 2018).

A person's level of satisfaction with their job can be determined by how much they love or dislike their job. How a person feels about their job affects their level of work happiness. If employees can find joy in their work, they will report higher levels of job satisfaction. Positive and constructive attitudes towards work will result in job satisfaction, while negative and unpleasant attitudes will result in unhappiness at work. In addition, people's attitudes or feelings about their jobs are often called "job satisfaction". According to Kahigin & Samohvalov (2015), job satisfaction will significantly influence the company's performance level. It will lead to a positive evaluation of a particular role. Employees with high levels of job happiness will have a favorable perspective on their jobs. According to Aung (2018), employees with low job satisfaction often negatively perceive their jobs. Also, Li et al. (2014) found that motivation is important in job satisfaction. If employees are satisfied and happy in their work, it will make them more productive and happier with their jobs. They concluded that high motivation will result in job satisfaction, whereas low motivation will result in unhappiness.

Achievement, performance, recognition, advancement, and issues related to one's work and personal growth are some examples of motivational factors. Working conditions, pay and promotions, job security, fairness, and relationships with coworkers and managers are some elements that (Saeed et al., 2013) claim may affect job satisfaction. Motivational factors influence employee job happiness, and protective factors influence employee job dissatisfaction. Maslow's theory explains that there is satisfaction through the idea of secret needs that are maintained. It includes all kinds of needs; physiological (rest, drink, eat), the need for and for love (cooperative environment, friendship), security (health insurance, pension), self-esteem (to be

given importance, confidence, recognition), and finally the need for self-actualization (development of abilities).

### **2.3. Supervisor Support**

The perennial view in the performance literature is that performance is a function of the interaction between supervisors and employees. However, supervisor attitudes and behaviors play an important role in influencing employee attitudes and behaviors; the support provided by supervisors has been shown to correlate with employee performance (Shi et al., 2020). Traditional relational support structures, such as supervisor support, are still important in improving overall job satisfaction and employee performance. Supervisors are critical in helping personnel to remain satisfied and perform well regardless of role pressures. This relational support ultimately contributes to employee talent retention (Naidoo, 2018). Supervisor support can increase employee engagement. Therefore, supervisors must have a good relationship with employees and be ready to help them manage difficult work successfully. Sufficient support from supervisors makes employees feel confident. Self-directed employees who get adequate supervisor support show higher levels of engagement (Hidayah Ibrahim et al., 2019).

Supervisor support develops employee self-efficacy so that it can reduce employee turnover. The study results of Afzal et al. (2019) showed that supervisor support positively affects employee performance. In addition, in the scheme of social learning theory, the results of this study explain that supervisor support also has a positive effect on employee performance through the mediation of self-efficacy. This study extends the findings of Babin & Boles (1996) by adding new mediation mechanisms. They conducted their research in the retail sector, and the results stated the impact of supervisor support on employee performance through multiple mediations of role conflict and role ambiguity.

### **2.4. Coworker Support**

Coworkers are very important to be trustworthy and beneficial to coworkers, According to Noor (2018). Coworkers greatly influence employees from the beginning, and we can define them as those who have substantial and close contact with employees in the company. Coworker support can be defined as the extent to which coworkers are willing to assist each other and the regularity with which they do so. The relationship that exists between employees and their coworkers will result in the development of trust and affection between the parties involved because coworker trust is a very decisive component in ensuring organizational success and because coworker support can increase the level of employee commitment to himself, work, Employees will be inspired to have deeper psychological and emotional knowledge of their coworkers as a result. (Employees who accept coworkers feel a high sense of personal accomplishment, and this fact is supported by Charoensukmongkol et al. (2016) found that coworker support can increase personal achievement and, at the same time, help avoid emotional exhaustion and depersonalization.

Few studies have investigated the relationship between coworker social support and job performance. Only one study was found that investigated this relationship among hospital nurses. Amarnah et al. (2010) used a descriptive correlational survey with a sample of 263 American nurses and 40 non-American nurses accessible via the Internet. The study's findings showed that hospital nurses who perceived high levels of social support from coworkers reported high levels of job performance. Quadri (2022) concluded that a high level of relationship with superiors and coworkers in the workplace would lead to increased employee engagement which will result in higher levels of productivity in the organization as a result of the creation of a motivated workforce, who will work together to achieve common goals, i.e., organizational goals.

### **2.5. Workload**

Excessive work can contribute to incidents as people often face sleep problems, feel depressed, anxious, restless, and nervous, and become angry and reckless. The unmanaged workload can impact overall health, stress on the body, and mood and thoughts. According to LeSage & Pace (2014), if overworked, workers will give a reaction in the form of fatigue, and this leads to a desire to move. Insufficient staff and high workload affect physical and mental stress. Also, a previous study by Ahmad et al. (2019) found that the risk of an increased workload resulted in low employee emotions of employees doing late work, a low team atmosphere, and rules not being followed, further affecting organizational performance. (Akca & Küçükoğlu, 2020) explained a statistically significant relationship was found between workload and fatigue. In addition, the impact of workload and fatigue on job performance. Liu et al. (2018) confirmed the relationship between workload and job fatigue.

## **2.6. Hypothesis Development**

### **2.6.1. The Relationship between Workload on Job Performance**

A heavy workload can affect employees' physical and psychological conditions (Nugraha et al., 2018). However, when workload management is managed properly, it will have a positive effect on performance. Workload also directly affects employee performance (Sitepu, 2013). The effect of workload on performance is also explained by Adityawarman et al. (2016), Zivnuska et al. (2019), and Siswanto et al. (2019). They stated that an employee's performance could be improved by providing workload.

The research study by Bruggen (2015) examined the impact of work-related tasks on qualitative and quantitative employee performance measures. In order to improve capacity decisions, it is imperative to analyze the significance of different workload levels in the workplace. He explained that employee output increases to a certain level, and the highest performance quality is observed when workload levels are moderate. (Dasgupta et al., 2013) investigated the volatility of employee workload in the information technology industry and its impact on motivation and performance and reported that when employers understand the core reasons for employee motivation, there is an increase in productivity. Workload management factors describe several measures, such as the structural type of workload and various task demands by the employer, where performance is considered an important factor. In addition, quantitative factors include prioritization, diligence, time availability, and following established procedures for performing certain activities.

Another study by Lee & Way (2010) aimed to determine the effect of employee workload and its effect on performance. A sample of 40 housekeeping employees was taken from Lorin Sentul Hotel. They reported that there is a significant relationship between workload and performance measures for hospitality industry employees. Several other studies have also studied the effect of workload on performance in supply chain management systems. Al-Ali et al. (2019), Haseeb et al. (2019) and Duffield et al. (2011) conducted a study on nursing staff workload, work environment, and industry performance targeted through patient outcomes. They observed increased workload levels for hospital staff significantly and negatively affected employee performance. Also, the negative performance was evaluated through medication errors and other similar. Chan & Lam (2011) analyzed the impact of the work environment and related responsibilities to test employee motivation and performance. They stated that employee empowerment is an internal marketing tool with a significant and positive influence on employees. The theoretical perspective was also applied to the workload mechanism while focusing on employee performance. It was stated that among various other indicators, performance appraisal is a significant determinant of employee work productivity and achievement of set goals. Fritz & Sonnentag (2006) defined that well-being and employee recovery maintain a significant relationship with employee performance/outcomes.

Another study conducted by Glaser et al. (1999) empirically examined the influence of workload on job performance and stress, while social support was evaluated as the main moderator. They developed two main hypotheses and empirically reviewed where; the first tested the influence of stress between performance and workload, while the second tested the moderating effect of social support between workload and job stress. Their research findings shed light on the fact that there is a significant relationship between workload and employee performance. In contrast, the moderating effect of social support between employees' workload and their organizational outcomes cannot be ignored. Several other studies have also made theoretical and empirical contributions from the context of workload and performance (Alsuraykh et al., 2018); (Avanzi et al., 2018). Thus, the proposed hypothesis is;

Hypothesis: Workload has a direct positive and significant effect on work performance

### **2.6.2. The Relationship between Workload and Job Satisfaction**

Some researchers refer to job satisfaction as the extent to which an individual expresses an optimistic affective direction toward work. Satisfaction with work contains elements of the overall job satisfaction approach is considered as elements such as salary, staffing, job security, management and personal growth, and development are considered as specific elements. The workload is the most important determinant of job satisfaction for employees. The workload is appropriately more satisfying than those who feel it is too high or too low. Improvements in life and job satisfaction help reduce feelings such as fatigue and individual failure and produce decent teamwork through the office atmosphere and communication between individuals help in life and job satisfaction (Agustine & Nawangsari, 2020). Ravinarayana & Ramakrishna (2016) conducted other studies with the same results. The workload is an all-encompassing and extensive

activity that consumes time. It includes but is not limited to the performance of professional duties and responsibilities and the direct/indirect pursuit of work-related interests. Workload positively and significantly affects job satisfaction and performance (Munandar et al., 2019). Thus, the proposed hypothesis is;

Hypothesis: Workload has a direct positive and significant effect on job satisfaction

### **2.6.3. The Relationship between Supervisor Support and Job Performance**

A perennial view in the work performance literature is that performance is a function of the interaction between supervisors and employees. However, supervisors' attitudes and behaviors influence employees' attitudes and behaviors. Support provided by supervisors has been shown to correlate with employee performance (Mills et al., 2014). Previous studies have found that general supervisor support is related to many positive work-related outcomes, including employee performance (Afzal et al., 2019). Supervisors can serve as a conduit between the organization and employees, and their actions can greatly influence how employees perceive the organization's work-family policies. In turn, it affects employees' work attitudes and job performance (Mills et al., 2014).

Supervisor empathy in the form of emotional support for employees' WLB is essential for actual workplace policy-making and for managing work and personal life (Abendroth & den Dulk, 2011). Higher levels of supervisor support have been associated with increased levels of work-family balance (Seiger & Wiese, 2009). It is argued that when employees believe supervisors care about their family needs, they may respond by having more positive perceptions of their work environment in the form of greater job satisfaction and willingness to continue their employment with that organization (Thompson & Prottas, 2006). Thus, the proposed hypothesis is;

Hypothesis: Supervisor support has a direct positive and significant effect on job performance

### **2.6.4. The Relationship between Supervisor Support and Job Satisfaction**

Supervisor support plays an important role in organizational effectiveness in various industries. Supervisor support refers to the degree to which employees recognize that their supervisors are supportive and encouraging towards their concerns and performance. Supervisor supportive behavior stimulates employee-supportive behavior, which ultimately optimizes company goals. Experts have examined the significant relationship between training programs and supervisor behavior on turnover intention. Supervisor support significantly affects job satisfaction (Alkhateri et al., 2018). Perceived supervisor support also plays an important role in increasing turnover. Not only positive but negative supervisor behavior, such as rude, negative behavior increases turnover intention. The positive effect of supervisor support is reducing the desire to move by decreasing emotional exhaustion (Fukui et al., 2019). Supportive management, including organizational and supervisor support and work-life balance effects, were also found to be indirectly related to employee health and turnover intention.

In addition, supervisors have considerable responsibility for impacting subordinates' job satisfaction. Supervisors' concern for well-being, feelings, and performance is important in enhancing employee job satisfaction. Higher levels of job satisfaction were examined in employees with supervisors who had supportive behavior compared to those supervisors who were less supportive. Supervisor support is examined as a useful tool to improve employee well-being, organizational commitment, and job satisfaction in employees. Similarly, research shows that supervisor support increases employee job satisfaction (Gok et al., 2015). Some studies report that supervisor support correlates with lower levels of job stress, contributing to more job satisfaction. Similarly, (Qureshi et al., 2018) featured a study on employees and found that supervisor support had a significant impact on job satisfaction. Thus, the proposed hypothesis is;

Hypothesis: Supervisor support has a direct positive and significant effect on job satisfaction

### **2.6.5. The Relationship between Coworker Support and Job Performance**

The term coworker relationship refers to the relationship between employees operating at the same level and having no formal authority over each other (Ahmad et al., 2019). Coworkers and supervisors are people who have a strong influence on employee performance, and coworkers are people who have close interactions with each other in the organization (Charoensukmongkol et al., 2016). Coworker support can create a pleasant work environment or an unpleasant place to spend employees' time (Bateman, 2009). According to Bateman (2009), Coworker behavior can be seen as political or self-enhancing and may not

always be associated with constructive work attitudes. Coworker support in terms of the organizational environment is defined as their readiness to help each other in their tasks (e.g., cooperation, support, respect, etc.) (Bateman, 2009)

According to Karatepe & Aga (2013), coworker support is sharing knowledge and expertise and helping them with challenging tasks in service encounters. Coworker support has no significant relationship with job performance (Karatepe & Aga, 2013). Employees with sufficient support from coworkers will feel they can perform better in a resource-depleted environment (Karatepe & Aga, 2013). Coworker support will likely increase innovative employee behavior (Attiq et al., 2017). Ahmad et al. (2019) confirmed that coworker support moderates the relationship between compensation, training and development, manager support, and employee commitment. Findings provide new theoretical knowledge about the moderating effects of coworker support and significantly increase knowledge about employee commitment and loyalty. This study provides important insights into the role of social and structural ties in employee commitment and loyalty. Thus, the proposed hypothesis is;

Hypothesis: Coworker support has a direct positive and significant effect on job performance

#### **2.6.6. The Relationship between Coworker Support and Job Satisfaction**

Social support is one of the main antecedents of job satisfaction in nursing (Lei et al., 2019). Given the nursing profession's high technical and emotional demands, supportive relationships in clinical teams are crucial. Social support is defined as the level of helpful social interactions at work from both coworkers and supervisors (Karasek et al., 1998). Social support can be provided by peers (coworker social support) or by immediate supervisors (supervisory support), distinguishing two types of instrumental or technical support (e.g., advice on how to perform a task) and socio-emotional (negative experiences to reduce their impact). Several studies have shown a strong positive relationship between social support (from supervisors and coworkers) and job satisfaction (Chang et al., 2015). Social support can be considered an occupational resource that allows us to cope more successfully with job demands. In addition, it reduces the effects of work stressors (e.g., temporary relief in work cases). As a result, workers conserve resources and feel more competent at work, experience positive feelings (e.g., enjoyment), and have higher levels of job satisfaction. Social support is a key resource for predicting job satisfaction. Social support from the domain can increase job satisfaction by providing resources that can reduce work-to-family conflict and enable employees to learn from the support received, which can improve work (Zhang et al., 2015). Thus, the proposed hypothesis is;

Hypothesis: Coworker support has a direct positive and significant effect on job satisfaction

#### **2.6.7. The Relationship between Job Satisfaction on Job Performance**

According to previous research by Omar et al. (2020), job satisfaction positively and significantly affects job performance. According to Springer (2011), managers can improve employee performance by increasing workplace job satisfaction by applying various management techniques. According to previous research by Omar et al. (2020), job satisfaction positively impacts job performance. Brown & Peterson (1994) found no statistically significant correlation between job satisfaction and job performance in their meta-analysis of salespeople's experiences with their jobs. Performance and one's level of job satisfaction are positively correlated (Chen & Silverthorne, 2005; Fisher, 2003). Most of the 335 respondents in the middle of the banking industry showed a positive relationship between job satisfaction and performance. (Hira & Waqas, 2012) and 251 respondents from various universities also showed a positive impact of job satisfaction on performance (Iqbal et al., 2012). Edwards et al. (2008) also revealed a significant positive relationship between job satisfaction and performance. Recently one study related to public, private, and non-profit sector employees revealed the important effects of job satisfaction and job performance on each other simultaneously, although the influence of job satisfaction seems to be stronger than job performance among employees (Hsieh et al., 2016). Thus, the proposed hypothesis is;

Hypothesis: Job satisfaction has a direct positive and significant effect on job performance

## 2.7. Conceptual Framework

Employee job satisfaction is an aspect that needs special attention from the organization because employee job satisfaction determines organizational performance. The findings of Hsieh et al. (2016) show that individuals with higher job satisfaction will work more optimally and productively. According to a study by Rabbanee et al. (2015), improved staff performance significantly impacts projected value, trust, and customer loyalty. The company's overall prosperity is expected to benefit from improved employee performance.

Employee job satisfaction is greatly influenced by how much work a business gives its staff. The amount of work an organization, gives its employees is one of the factors that can be adjusted to increase job satisfaction because an excessive amount of work can negatively impact employee job satisfaction. Social assistance should be available to stressed workers at work. The quantity of social support obtained increases proportionally with work-related stress. Social support affects a person's level of stress at work in addition to having a negative influence on a person's capacity to work successfully. Good relationships among coworkers will help create harmonious working conditions in the organization and become factors that can drive employees toward happiness at work. Based on the description above, the proposed research conceptual framework is as follows:

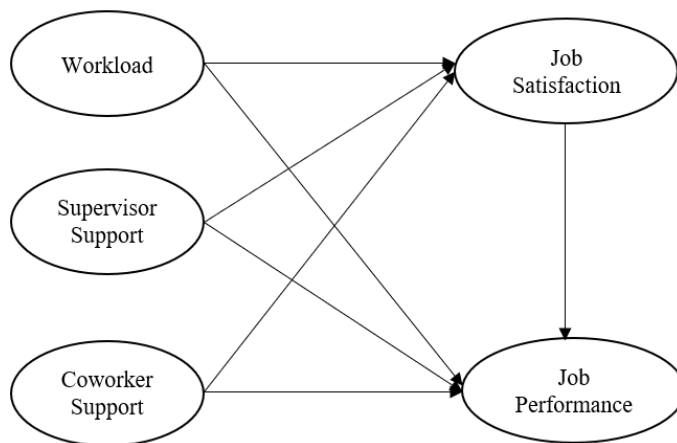


Figure 1. Research Framework

## 3. Materials and Methods

### 3.1. Research Design

This study uses variables in the form of exogenous marked with the X symbol consisting of workload (X1), supervisor support (X2), coworker support (X3), as well as endogenous variables marked by the Y symbol, namely job satisfaction (Y1) and work performance (Y2) of PT. REA Kaltim Plantations. The quantitative research steps form the basis for the approach used in this inquiry. In order to provide more concise and clear information, this study uses secondary data sources that offer simple tables or graphs.

### 3.2. Definition of Operational Variable

Operational variables are needed to describe research variables in terms of dimensions and indicators that will be the basis for making questionnaire instruments. It will make it easier to understand and keep perceptions from changing during the research process. More details about the operational factors studied in this study are presented in Table 1 as follows:

Table 1. Definition of Operational Variable

Variable(s)	Item(s)	No. of Item
Workload	Can achieve the target	5
	Break time can be used well	
	Work facilities can support work activities	



	Company work standards can be achieved	
	Quality of work produced	
Supervisor Support	Superiors can help get the job done	4
	Superiors are willing to extend themselves to help subordinates	
	Superiors are proud of subordinates' work achievements	
	Bosses make work interesting	
Coworker support	Coworkers are willing to listen when talking about work	4
	Coworkers are willing to help for difficult work	
	Coworkers are willing to help in times of crisis in the workplace	
	Very satisfied with work	
Job Satisfaction	No intention to move	2
	Determined to build a career in the current workplace	
Job Performance	Employees can help new employees	6
	Employees can complete tasks well	
	Employees can fulfill their responsibilities according to the job description	
	Employees complete work as expected	
	Employees fail to complete important work	
	Employees are willing to help colleagues who have an excessive workload	

### 3.3. Study Location

In this study, the research location was carried out at PT. REA Kaltim Plantations analyzed the influence between workload, supervisor support and coworker support on job satisfaction and work performance from February 2022 to June 2022.

### 3.4. Data Collection

The data were collected using questionnaires. The questionnaire includes questions about workload, peer and supervisor assistance, as well as job satisfaction, and performance at PT. REA Kaltim Plantations. The term "population" refers to the total number of people in a population, while the term "sample" indicates the smallest representative of the population. The participants in this study are the permanent employees of PT. REA Kaltim Plantations based in Balikpapan. The type of sampling used in this research project is the census method, also known as the sample identification method, when all population members are used as the sample. All 150 permanent staff of PT. REA Kaltim Plantations Balikpapan is the research sample and has the following characteristics:

Table 2. Number of Respondents of PT. REA Kaltim Plantations

Demography	Category	Frequency	Percentage
Gender	Male	102	68
	Female	48	32
Age	<30 year	80	53
	30-40 year	40	27
	41-50 year	25	17
	>50 year	5	3
Education	Master	8	5
	Bachelor	105	70
	Diploma	30	20
	Senior High School	7	5
Length of Service	1-5 year	104	69
	6-10 year	26	17
	11-15 year	13	9

	>15 year	7	5
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### 3.5. Data Source

The data collected for research purposes regarding indicators of workload, supervisor support, and peer support on job satisfaction and job performance will be obtained from respondents who directly fill out questionnaires.

### 3.6. Research Instruments

The research instrument used in this study is a structured questionnaire and uses a Likert scale to measure the variables that are the object of research. The Likert scale used is a 1-5 scale where 1 (strongly Disagree), 2 (Disagree), 3 (Neutral), 4 (Agree) and 5 (Strongly Agree). The questionnaire consists of three parts. Part 1 is an introduction part 2 collects general information regarding the demographics of the respondents and part 3 lists statements.

### 3.7. Data Collection Technique

Questionnaires both in hardcopy and digital format, distributed to employees of PT. REA Kaltim Plantations, questionnaires that have been filled in and returned will be analyzed which are eligible for further analysis.

### 3.8. Data Analysis

Warp PLS (Partial Least Square) is a structural equation modeling approach and is used for data analysis in this study. Structural equation research (PLS, or "partial least square") is based on variation and can simultaneously assess measurement and structural models. Since Warp PLS is a development of PLS analysis, it can be used for non-recursive models as well as non-linear model analysis, specifically U and S curve models. Warp PLS should be used for many reasons, including developing PLS analysis (Yuniarinto, 2017).

## 4. Results

### 4.1. Outer Model Testing

There are three criteria for data analysis techniques with Warp PLS to assess the Outer Model: convergent validity, discriminant validity, and reliability test.

#### 4.1.1. Construct validity

The loading factor value must be  $> 0.70$  for confirmatory research and between 0.60-0.70 for exploratory research (Ghozali & Latan, 2015). The output results from Warp PLS for the loading factor value are as follows:

Table 3. Loading Factor

Item(s)	WLS	SS	CWS	JS	JP	SE	P-Value
WL1	<b>0.812</b>	-0.116	-0.048	0.042	0.028	0.068	<0.001
WL2	<b>0.740</b>	0.112	-0.121	-0.024	0.243	0.069	<0.001
WL3	<b>0.733</b>	0.123	-0.253	0.171	-0.188	0.069	<0.001
WL4	<b>0.731</b>	-0.026	0.112	-0.265	-0.136	0.069	<0.001
WL5	0.736	-0.081	0.316	0.072	0.047	0.069	<0.001
SS1	0.078	<b>0.706</b>	0.103	0.033	-0.368	0.070	<0.001
SS2	0.198	<b>0.707</b>	0.091	-0.544	0.180	0.070	<0.001
SS3	0.083	<b>0.907</b>	-0.007	0.203	0.166	0.067	<0.001
SS4	0.011	<b>0.900</b>	-0.146	0.197	-0.020	0.067	<0.001
CWS1	0.295	0.043	<b>0.791</b>	-0.052	0.031	0.069	<0.001

CWS2	-0.272	0.225	<b>0.884</b>	0.053	0.024	0.067	<0.001
CWS3	0.008	-0.277	<b>0.839</b>	-0.006	-0.055	0.068	<0.001
JS1	-0.118	0.136	0.335	<b>0.792</b>	0.181	0.068	<0.001
JS2	-0.080	0.086	-0.256	<b>0.836</b>	0.146	0.068	<0.001
JS3	0.203	-0.227	-0.066	<b>0.791</b>	-0.336	0.068	<0.001
JP1	0.004	0.049	0.192	0.198	<b>0.785</b>	0.069	<0.001
JP2	0.108	0.095	0.092	-0.071	<b>0.813</b>	0.068	<0.001
JP3	-0.055	-0.027	0.104	-0.175	<b>0.817</b>	0.068	<0.001
JP4	0.009	-0.161	0.008	-0.070	<b>0.798</b>	0.068	<0.001
JP5	0.100	-0.089	-0.150	0.036	<b>0.775</b>	0.069	<0.001
JP6	-0.186	0.147	-0.285	0.103	<b>0.705</b>	0.070	<0.001

From the output results, Table 3 indicates that all indicators have loading factors of more than 0.70, so all indicators are declared valid. In the next part, this study reported the result of convergence validity.

#### 4.1.2. Convergence Validity

Convergence validity measures how well the items or indicators within a particular construct converge or come together to measure that construct. It assesses whether the items intended to measure a specific construct do so consistently and coherently. One method to evaluate convergence validity is using the Average Variance Extracted (AVE). The Average Variance Extracted is a statistic calculated in the context of a confirmatory factor analysis (CFA) or structural equation modeling (SEM). It represents the amount of variance captured by the indicators attributable to the underlying construct they intend to measure. A higher AVE indicates better convergence validity. The AVE value must be > 0.50, meaning that 50% or more of the variance of the indicator can be explained (Ghozali & Latan, 2015); the Warp PLS output is as follows:

Table 4. The result of Convergence Validity using AVE in Warp PLS

Convergence Validity	Workload	Supervisor Support	Coworker Support	Job Satisfaction	Job Performance
AVE	0.564	0.658	0.704	0.651	0.613

Table 4 displays the AVE value for all variables shows a value higher than 0.50. So that all variables are valid.

#### 4.1.3. Discriminant Validity

The loading factor value of other constructs is expected to be lower than the construct. Based on the output results from Warp PLS, the cross-loading value can be seen in Table 3 above, which shows that the constructed value is higher than other constructs. The AVE square root value of the construct must be greater than the latent variables in the same column both above and below. The output results from Warp PLS are as follows:

Table 5. Result of Discriminant Validity using Square Root of AVE

	Workload	Supervisor Support	Coworker Support	Job Satisfaction	Job Performance
Workload	(0.751)	0.662	0.516	0.579	0.698
Supervisor Support	0.662	(0.811)	0.690	0.665	0.692
Coworker Support	0.516	0.690	(0.839)	0.569	0.608
Job Satisfaction	0.579	0.665	0.569	(0.807)	0.668

Job Performance	0.698	0.692	0.608	0.668	(0.783)
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Table 5 captures the value of the Square Root of AVE following the requirements, namely valid for the discriminant validity test.

#### 4.1.4. Reliability Test

The reliability test is used to prove the instrument's accuracy, consistency, and accuracy in measuring the construct, which is stated by the Composite Reliability value > 0.7 for confirmatory research and the value between 0.60-0.70 for exploratory ones. The reliability test must also look at Cronbach's Alpha value, where the value must be > 0.70 for confirmatory research and the value between 0.6-0.7 for exploratory ones, from the Warp PLS output results obtained a value > 0.7 as in the table below:

Table 6. Composite Reliability & Cronbach's Alpha

	Workload	Supervisor Support	Coworker Support	Job Satisfaction	Job Performance
Composite Reliability	0.866	0.883	0.877	0.848	0.905
Cronbach's Alpha	0.806	0.821	0.788	0.732	0.873

All variables are declared reliable based on the value of the Warp PLS output in Table 6 above.

## 4.2. Inner Model Testing

Inner model testing can be done by looking at the R-Square value and analyzing the general result output on Warp PLS.

### 4.2.1. Coefficient Determination (R-Square)

Changes in the R-Square value aim to determine whether the exogenous latent effects substantially impact the endogenous system. The analysis can determine whether an R-Square value of 0.75 can be categorized as strong, 0.50 as moderate, and 0.25 as weak. The R-Square value is based on the Warp PLS output as follows:

Table 7. Result of Coefficient Determination (R-Squared)

	Job Satisfaction	Job Performance
Composite Reliability	0.528	0.678
Cronbach's Alpha	0.518	0.669

### 4.2.2. Path Coefficient

The path coefficient value shows the effect between variables; if the result is positive, it is called the effect in the same direction: when variable X goes up, variable Y goes up, and vice versa. If variable X goes down, variable Y goes down. Still, when the path coefficient value is negative, it is called the opposite effect, when the value of variable X goes up, the value of variable Y goes down, and when the value of variable X goes down, the value of variable Y will go up. The path coefficient value generated from the output has a positive value, as shown below:

Table 8. Path Coefficient Value

Variable(s)	Workload	Supervisor Support	Coworker Support	Job Satisfaction
Job Satisfaction	0.167 [2.127] 0.018	0.438 [5.918] <0.001	0.218 [2.797] 0.003	
Job	0.307	0.309	0.177	0.182

Performance	[4.028] <0.001	[4.058] <0.001	[2.253] 0.013	[2.318] 0.011
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Table 8 shows that the influence of variable workload, supervisor support, coworker support, and job satisfaction on Job performance is all significant with a P value  $\leq 0.01$  to test further the relationship between the influence of variable workload, supervisor support, coworker support and job satisfaction to variable Job performance, a t-test can be performed if the t-stat > t-table (1.96) then there is an influence of the independent variable on the dependent variable. The result of the t-stat of all variables is above 1.96 so the independent variable significantly affects the dependent variable.

#### 4.2.3. Predictive Relevance (Q-Square)

To assess the predictive relevance of a model can be seen in the Q-Square results, with the analysis that if the Q-Square value > 0.00, then a model has predictive relevance, and the Q-square value from the Warp PLS output is as follows:

Table 9. Q-Squared Value

	Job Satisfaction	Job Performance
Q-Squared	0.534	0.683

## 5. Discussion

### 5.1. Workload and Work Performance

This study indicates that employee performance is affected by workload. A similar finding was reported by Siswanto et al. (2019), who stated that workload has a considerable and favorable impact on work performance. Yasin et al. (2017) also found that workload positively and significantly affects work performance. The positive coefficient makes it easy to see how employee performance is affected by the work they must do. It suggests that increased labor demands on workers will lead to better performance. Performing tasks at one's competency level and feeling comfortable while working are very important. Even when more labor is available, improving employee performance in both areas is still important. From the value of this research questionnaire, it can be seen that in the workload indicator, the value of the employee indicator can complete the work according to the target and can rest properly has the highest value. The results of this study align with the research of Shah & Freedman (2011), which concluded that providing workloads that are the abilities and competencies of employees can improve performance. The current results are more shown by young workers who like challenges because most of the respondents are less than 30 years old (53%).

Kloot & Martin (2000) also stated that a well-managed workload can improve employee performance. Although workload can affect physical and psychological conditions, workload management can improve employee performance. Employees who like challenges with workloads are eager to improve their performance. On the other hand, their performance will decrease if the work is less challenging. According to Bruggen (2015), workloads that can improve employee performance refer to moderate workloads. An employee's performance can be improved as long as the workload is maintained. Heavy workloads can affect employees' physical and psychological conditions (Nugraha et al., 2018). Bruggen (2015); one of the most important implications is job design. Managers should find a balanced workload for their employees to maximize quantitative performance and keep quality problems low.

A well-established HR control system can help to balance the workload. In order to handle the workload at PT REA Kaltim Plantations, careful workflow scheduling and technological innovations are required to enable workers to handle periods of high workload pressured by time and reward all employee deliverables. Typically, organizations with outstanding performance go hand in hand with increasing employee dissatisfaction for various reasons, i.e., employees may feel that work is not appreciated or valued, unfair distribution of workload, and may be angry at weak performers.

Furthermore, this kind of worry leads individuals towards resignation, lower commitment to their tasks, or start performing at a low level. Organizations and management can help minimize stress by introducing sports activities as well as regular health and mental check-ups. Moreover, setting overtime limits, sending vacations, launching counseling services, and every individual should be treated like a human being because everyone is different.

## 5.2. Workload on Job Satisfaction

This study indicates that workload affects job satisfaction. Because the resulting t-statistic value is more than 1.96, workload significantly affects job satisfaction as indicated by the t-statistic value of 4.028. It is in line with the findings of other studies by Tentama et al. (2019), which show that workload has a major impact on job satisfaction, and Yasin et al. (2017), which found that workload has a positive impact on job satisfaction. The workload is the cost or amount incurred by an individual to achieve a certain level of performance that arises due to the interaction between task requirements, the circumstances in which the task is performed, skills, as well as individual perceptions when an employee has a positive perception of his job, namely that every effort to perform requires a process and human resources that support the completion of the job, namely labor, time and even financial costs, then a positive assessment and job satisfaction on one's performance.

Workload is one of the main determinants of job satisfaction. Thus, company leaders need to pay attention to the abilities and conditions of employees before defining and assigning tasks. The assignment of challenging tasks must be accompanied by direction, supervision, and relevant time limits so that employees can perform each task optimally. When there are new tasks, leaders must provide clear instructions and assistance. The number of assignments given to employees must be adjusted to the capabilities of employees, both in terms of physical and cognitive abilities. These efforts are made to enable employees to carry out their tasks correctly, in turn leading them to feel satisfied with the results of their work and become motivated to complete other tasks.

The workload is the most important determinant of job satisfaction; employees who feel that their workload is "just right" are more satisfied than those who feel that their workload is too high or too low. Improvements in life and job satisfaction help reduce feelings such as burnout, individual failure, etc. Producing proper teamwork through office atmosphere and communication between individuals helps in life and job satisfaction (Arslan & Acar, 2013). This study found a positive impact of workload on job satisfaction. Because the employee faces more workload, then he feels secure that if he bears more loads, then he will be a more useful employee for the organization, and if they become the backbone of the organization, then he can meet his demands more comfortably. So they become more satisfied if the workload increases.

## 5.3. Supervisor Support on Job Performance

This study indicates that supervisor support has a significant effect on work performance. It is aligned with research conducted by Talukder & Galang (2021); other studies, such as those conducted Tevfik & Guven (2017), also found that supervisor support significantly affects work performance. Supervisors can reduce high employee stress levels by supporting their efforts to balance work and family responsibilities. Supervisors can reduce high levels of employee stress by supporting their efforts to achieve a balance between work and family responsibilities. This good treatment will trigger a sense of obligation from employees to reciprocate the receipt of family support by showing high performance (Bagger & Li, 2014) found that the perception of supervisor family support is related to employee job performance.

Supervisor support can be conceptualized as transformational leadership, where leaders meet followers' needs, act as mentors or coaches, listen to followers' concerns, and support a supportive environment for individual growth. It is often done at PT Rea Kaltim Plantations. Similar to supportive supervisors, transformational leaders at PT Rea Kaltim Plantations are more likely to take actions such as allowing personal or home calls after a child returns from school, supporting an employee's flexible work schedule without the threat of punishment, and understanding when an employee sometimes has to leave work early, pick up a child from daycare or take an elderly parent to the doctor.

## 5.4. Supervisor Support and Job Satisfaction

This study found that supervisor supports positively and significantly affects job satisfaction. These results are similar to Talukder & Galang (2021), who stated that supervisor support has a significant effect on job satisfaction, other studies such as those conducted by Charoensukmongkol et al. (2016) also state that supervisor support has a significant effect on job satisfaction, other studies are also in line with the results of research (Tevfik & Guven, 2017). I found that employees who felt they received good support from their coworkers and supervisors tended to report lower burnout and higher job satisfaction. In general, the results from this study are consistent with existing literature that considers social support as a solution to help employees cope effectively with stress at work (Halbesleben & Ronald Buckley, 2006; Sochos et al., 2012).

On the other hand, the analysis revealed that supervisors' support decreased emotional exhaustion and depersonalization and greatly helped employees become more confident in their ability to achieve their work goals. The findings of this study are that leaders also need to create a comfortable work atmosphere and system so that employees can work optimally according to their abilities, then achieve satisfaction with the results and reduce employee work stress.

### **5.5. Coworker Support and Job Performance**

The effect of coworker support on work performance where the resulting t-statistic is 2.253, greater than 1.96, so coworker support has a positive and significant effect on work performance. Also, Nasurdin et al. (2018) state that peer support significantly affects work performance. The results showed that social support from coworkers is positively related to work performance. It means that employees with more social support from coworkers tend to perform better than those with less support. It is logical to say that employees who feel supported by their coworkers like their jobs and thus work to their full potential. They also feel comfortable consulting their coworkers for tasks they doubt to reduce errors. These results are consistent with Macias-Velasquez et al. (2021), who found the study results indicate that having social support in the company will help reduce burnout among employees in the industrial sector, thereby increasing employee satisfaction and productivity. It is worth mentioning that social support has the greatest influence on workers' feelings of emotional exhaustion. The results showed that employees with more close friends at work reported having more social support from coworkers.

### **5.6. Coworker Support and Job Satisfaction**

The effect of coworker support on job satisfaction where the resulting t-statistic is 2.797, greater than 1.96, so coworker support has a positive and significant effect on job satisfaction. These results conducted by Charoensukmongkol et al. (2016) also state that peer support significantly affects job satisfaction, and coworker attitudes positively affect job satisfaction. Individuals feel more satisfaction with their jobs after they feel good support from their coworkers. This finding is consistent with previous research that supports from coworkers help each cope effectively with workplace stress. Tews et al. (2019) mentioned that coworker support reduces the desire to move. It is because support from coworkers makes employees less tired and lose personality and feel confident and psychologically safe at work, and employees feel satisfied.

### **5.7. Job Satisfaction and Job Performance**

This study found that job satisfaction positively and significantly affects job performance. The finding of this study is supported by Yasin et al. (2017), which found job satisfaction has a positive and significant effect on job performance. Other studies conducted by Tevfik & Guven (2017) show that job satisfaction significantly affects job performance. Al-Ali et al. (2019) stated that the research was conducted by collecting random data from 722 UAE oil and gas employees. The results showed that although job satisfaction had a large positive impact on employee performance, it did not majorly affect employees' intention to quit their positions. In this study, many aspects influence the significant and positive relationship between job satisfaction and employee performance. From the findings, most employees agree that their job is more interesting than others. They also like their job so much and find the job enjoyable. The employees also agree that their current job is better than other jobs elsewhere and feel enjoyment and are satisfied with it. Therefore, keeping employees happy is important for organizations because satisfied employees will be more productive, more loyal, and less likely to leave their jobs and consequently can positively improve performance (Zhang et al., 2019). Therefore, company management must ensure these elements are met to keep these employees' performance on par.

## **6. Conclusions**

This study concludes that workload affects employee work performance. Giving employees more work in a way that does not overwhelm them can improve their performance. Employees are given workloads that improve performance according to their abilities, do not provide excessive tasks, ensure comfort, demand completion of tasks as needed, and have the necessary skills. Thus, employees continue to contribute positively to running the business even though the amount of work they must do has increased. The results showed that workload has a positive and significant effect on job satisfaction, so the second hypothesis is proven: Assignment of challenging tasks must be accompanied by direction, supervision, and relevant time limits so that employees can perform each task optimally. The leader must provide clear instructions and

assistance when there is a new task. The number of assignments given to employees must be adjusted to the capabilities of employees, both in terms of physical and cognitive abilities. These efforts are made to enable employees to carry out their duties properly. In turn, they feel satisfied with the results of their work and become motivated to complete other tasks.

Supervisor support significantly affects employee performance, so the third hypothesis is proven. The analysis results show that supervisors can reduce high levels of employee stress by supporting their efforts to balance their work and responsibilities. This good treatment will trigger a sense of obligation from employees to reciprocate the receipt of supervisor support by showing high performance. Supervisor support has a positive and significant effect on job satisfaction, proving the fourth hypothesis. The results of the analysis show that support from supervisors not only reduces emotional exhaustion and depersonalization but also greatly helps employees become more confident in their ability to achieve their job goals. Coworker support positively and significantly affects employee performance, so the fifth hypothesis is proven. The results of the analysis show that employees who feel supported by their coworkers like their jobs and thus work to their full potential. They also feel comfortable consulting with their coworkers for tasks that they have doubts about to reduce their mistakes.

Coworker support positively and significantly affects employee job satisfaction, so the sixth hypothesis is proven. The results of the analysis show that support from coworkers makes employees less tired and lose their personalities and feel confident and psychologically safe at work so that employees feel more satisfied at work. Job satisfaction positively and significantly affects employee performance, so the seventh hypothesis is proven. The analysis shows that making employees happy is important for organizations because satisfied employees will be more productive.

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