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Workload, supervisor support, and organizational commitment as the antecedents of job performance

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Abstract: *This study investigates the antecedents of job performance among public service employees at the Madiun Regency Land Office. It considers the effects of workload and supervisor support on job performance. Organizational commitment is examined as the mediator of the relationship between workload and supervisor support with job performance. The population study comprised 100 non-managerial employees at the Madiun Regency Land Office. Data was collected using a questionnaire and generated 97 responses. This research employed partial least squares-structural equation modeling (PLS-SEM) with the SmartPLS software. The results reveal that workload increases job performance, both directly and indirectly, through organizational commitment. However, job performance can be boosted by supervisor support only through organizational commitment. The findings of this study indicate the importance of managing employees as a valuable resource in organizations. Applicant selection and training are key activities that enable employees to adapt to the various dynamics of work processes and achieve high organizational performance.*

Keywords: *job performance; organizational commitment; public service employees; supervisor support; workload*

Beban kerja, dukungan penyelia, dan komitmen organisasional sebagai anteseden kinerja

Abstrak: *Studi ini menginvestigasi anteseden dari kinerja pegawai yang merupakan aparatur sipil negara di Kantor Pertanahan Kabupaten Madiun. Dalam studi ini dipertimbangkan efek dari beban kerja dan dukungan penyelia pada kinerja. Komitmen organisasional diuji sebagai mediator pada hubungan antara beban kerja dan dukungan penyelia dengan kinerja. Populasi studi ini adalah 100 orang pegawai non manajerial yang bekerja di Kantor Pertanahan Kabupaten Madiun. Data*

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dikumpulkan dengan menggunakan kuesioner dan menghasilkan 97 respons. Riset ini menggunakan partial least squares-structural equation modeling (PLS-SEM) dengan perangkat lunak SmartPLS. Hasil analisis menunjukkan bahwa beban kerja meningkatkan kinerja, baik secara langsung maupun tidak langsung, melalui komitmen organisasional. Namun kinerja dapat ditingkatkan oleh dukungan penyelia hanya jika melalui komitmen organisasional. Penemuan studi ini mengindikasikan pentingnya pengelolaan pegawai sebagai sumber daya berharga di organisasi. Seleksi pelamar dan pelatihan adalah aktivitas-aktivitas kunci yang memampukan pegawai untuk beradaptasi pada berbagai dinamika proses kerja dan mencapai kinerja organisasional yang tinggi.

Kata kunci: *aparatur sipil negara, beban kerja, dukungan penyelia, kinerja, komitmen organisasional*

INTRODUCTION

The success of an organization, in achieving its goals, is determined by its employees' performance, including in government agencies such as the land office in Madiun Regency. Employees at this office have routine duties serving the public. These routine services include processing land ownership transfer applications, applications for land parcel division, replacement of damaged or lost certificates and certification of *waqf* (endowment) and other places of worship. Apart from that, employees have additional duties to implement bureaucratic reform. Bureaucratic reform is one of the government's efforts to achieve good governance through an apparatus that is high-integrity, productive, and provides excellent service, thereby enhancing public trust. This reform can take the form of changes to the government administration system to ensure the achievement of the National Strategic Project (Proyek Strategis Nasional/PSN). At the Madiun Regency Land Office, the implementation of the PSN focuses on three activities such as preparing electronic certificate services, completing systematic land registration (Pendaftaran Tanah Sistematis Lengkap/PTSL), and certifying land assets of the Madiun Regency Government. The success of routine activities and bureaucratic reform in implementing the PSN requires high performance from employees at the Madiun Regency Land Office. Therefore, in this office, leaders need to manage their human resources appropriately to achieve agency targets.

In the implementation of the PSN, in the first activity, employees at the land office are assigned to convert certificate media from conventional to digital. For the second activity, PTSL requires employees to conduct outreach in various residential areas within Madiun Regency. They then visit key areas to process land certificate applications submitted by residents. As part of the final stage of PTSL, employees must ensure that the registration is accurate as the basis for issuing digital certificates. Furthermore, in the third activity, employees must verify land assets owned by the Madiun Regency government to subsequently create digital certificates. Achieving the target of providing analog certificate services requires high-performance employees. This is especially true given the vastness of Madiun Regency, resulting in a high number of applications that can reach thousands of files in a single fiscal year. The transition to the digital era requires greater employee effort to convert each application from analog to electronic certificates. Routine tasks and implementation of these PSN activities must be completed within limited working hours, while the number of employees remains constant. Drawing on the phenomena, employees have a highly demanding task, and they must even complete various tasks outside work hours. This situation has the potential to lead to fatigue and decreased performance. However, employees at the Madiun Regency Land Office are still able to meet expected performance targets. Hence, it is interesting to identify the factors that influence their performance. In this study, the authors identified two antecedents of performance; they are workload and supervisor support.

Studies generally show that increased workloads decrease job performance (Atinga et al., 2026). However, workload is a form of job demand that can motivate increased job performance (Ingusci et al., 2021). Likewise, employees at the land office, despite experiencing high work demands, are able to demonstrate performance in completing tasks. In addition, in the land office, the supervisors show concern by providing assistance, especially when their employees have to work outside working hours. By doing so, employees may keep their effort to complete their work. According to social cognitive theory (SCT), people's thoughts and behaviors can be shaped by their environment, such as job demand and social support (Bandura, 1991; Qamar et al., 2023). Therefore, using a social cognitive theory lens,

this present study seeks to investigate the roles of workload and supervisor support as antecedents of job performance.

Empirical studies show that workload and job performance are positively related (e.g., Msuya & Kumar, 2022; Siswanto et al., 2019). However, Johari et al. (2025) found that the relationship between workload and performance was not significant. The inconsistency of these study results suggests that other variables may help explain the relationship between the two. Given the phenomena in subject of this study, the authors expect that workload has a positive influence on performance. The authors also consider organizational commitment as a mediator in the relationship between workload and employees' job performance at the Land Office in Madiun Regency.

In carrying out their work activities, employees at the Land Office receive support from their supervisors. According to social cognitive theory, social support contributes to individuals' behaviour (Wulani et al., 2022). Several studies have found that higher levels of supervisor support are associated with higher job performance (e.g., Afzal et al., 2019; Zeb et al., 2025). Furthermore, Han et al. (2025) found that organizational commitment mediates the relationship. Using the context of land office employees, the authors investigate the mediating role of organizational commitment in the relationship between supervisor support and job performance.

This study contributes in two ways. First, the influence of workload on job performance has been studied across various occupations, including nurses (Pourteimour et al., 2021), teachers (Johari et al., 2025), and bank employees (Msuya & Kumar, 2022). Existing studies continue to yield inconsistent results regarding the relationship between the two (e.g., Atinga et al., 2026; Msuya & Kumar; 2022; Johari et al., 2025). Furthermore, the mechanisms underlying the relationship are often investigated using work stress (e.g., Atinga et al., 2026; Chowhan & Pike, 2025). This study offers organizational commitment as a mediator of the relationship between the two in the context of public service employees.

Second, although various studies have revealed the mechanisms of the relationship between supervisor support and job performance (i.e., Imam et al., 2025; Zeb et al., 2025; Afzal et al., 2019; Park et al., 2018), few studies have used public service employees as subjects. Furthermore, Han et al. (2025) investigated the effect of supervisor support on job performance, mediated by organizational commitment, among hospitality industry employees in Vietnam. They found that supervisor support can directly or indirectly influence job performance, with organizational commitment as a mediator. To generalize their study results, Han et al. (2025) suggested conducting research in different contexts. Therefore, the authors replicated their proposed model in a different context, namely, public service employees.

Job performance is the effectiveness of individuals in carrying out their duties in providing materials or services that contribute to the technical core of the organization (Choudhary et al., 2017). In this study, job performance refers to task performance, namely activities that are part of a person's job description (Nasurdin et al., 2020). Employee workload refers to the number of tasks that must be completed within a given timeframe (Msuya & Kumar, 2022). In addition, workload refers to the physical and mental effort required to meet job requirements (Aladwan et al., 2021). Employees who are experiencing workload have many tasks, forcing them to perform multiple tasks simultaneously and quickly (Jamal et al., 2024). As a result, they may possibly meet the performance target.

Drawing on social cognitive theory, people have self-regulatory mechanisms that they strive to adjust and adapt to changes in their work environment (Qamar et al., 2023). The situation with high work demands and expectations provides individuals with the opportunity to gain greater mastery of their tasks and build their efficacy in completing them (Pachler et al., 2019; Donohoo, 2026). Consequently, their performance may be enhanced. Previous studies have shown that workload positively impacts employee performance (e.g., Msuya & Kumar, 2022; Siswanto et al., 2019). Then, the following hypothesis is derived.

H_1: Workload positively affects job performance.

Supervisor support is an employee's perception of the extent to which their supervisor values their contributions, provides assistance, and cares about their well-being (Imam et al., 2025). This perception arises from employees' experiences of their immediate supervisor's treatment of them (Akram et al., 2018). According to social cognitive theory, support from others shapes people's behavior (Wulani et al., 2022). Having supervisor support can potentially reduce individuals' anxiety in challenging situations (Pachler et al., 2019). Additionally, the supervisor's support will increase employees'

motivation to carry out assigned tasks (Zeb et al., 2025). As a result, they will contribute to the production of high-quality products (Afzal et al., 2019).

Supervisors will be perceived as providing support if they care about their employees' opinions and consider their employees' values (Rhoades et al., 2001). Consistent with social cognitive theory, with supervisor support, employees can adapt to changing workplace situations (Qamar et al., 2023). Since supervisors provide support, employees will be more confident in completing their pile of tasks and meeting their work targets. They may convey work-related difficulties and obtain guidance from their supervisors. Empirically, Imam et al. (2025), Zeb et al. (2025), and Afzal et al. (2019) found that the more supervisors support, the higher employees performance. Then, the following hypothesis is derived.

H_2: Supervisor support positively affects job performance.

Organizational commitment is the strength of an individual's identification with and involvement in a particular organization (Porter et al., 1974). Individuals' commitment to an organization is characterized by a willingness to accept the organization's goals and values, to exert effort on behalf of the organization, and to maintain membership in the organization (Porter et al., 1974). Employee commitment to the organization is measured by the presence of individuals' emotional attachment, their willingness to continue working in the organization (Yasin et al., 2023), the dedication they give, the pride they show that they are members of the organization, and their concern for the organization (Jin et al., 2018). Based on social cognitive theory, people who experience support from others are more likely to have higher self-efficacy (Pachler et al., 2019). Likewise, with work demands such as workloads, it is possible to provide opportunities for employees to have more skills and increase their self-efficacy (Pachler et al., 2019). Moreover, employees who have the opportunity to improve their skills will be more committed to their organization (Naim & Lenka, 2020). Empirically, Elsaied et al. (2025) and Aladwan et al. (2021) found that workload can increase organizational commitment. Moreover, since supervisors are agents of the organization, their support will be perceived by employees as positive organizational treatment (Yang et al., 2020). As a result, employees will become more committed to their organization (Yang et al., 2020).

Employees who are committed to their organization are more willing to contribute to the organization's well-being. They will strive to fulfill their job responsibilities and meet the expectations of their supervisors and the organization. As a consequence, employee performance will increase. Gazi et al. (2025) found that employees with high organizational commitment tend to perform well. A study by Han et al. (2025) showed that the relationship between supervisor support and performance is mediated by organizational commitment. Furthermore, Donkor et al. (2021) and Yang & Rosli (2025) found that the relationship between performance and its antecedents is mediated by organizational commitment. Therefore, it can be argued that workload can influence organizational commitment and, subsequently, performance. Furthermore, supervisor support will influence job performance through organizational commitment. Then, the following hypotheses are derived.

H_3: Organizational commitment mediates the relationship between workload and job performance.

H_4: Organizational commitment mediates the relationship between supervisor support and job performance.

The figure below visualizes the typical model of this research.

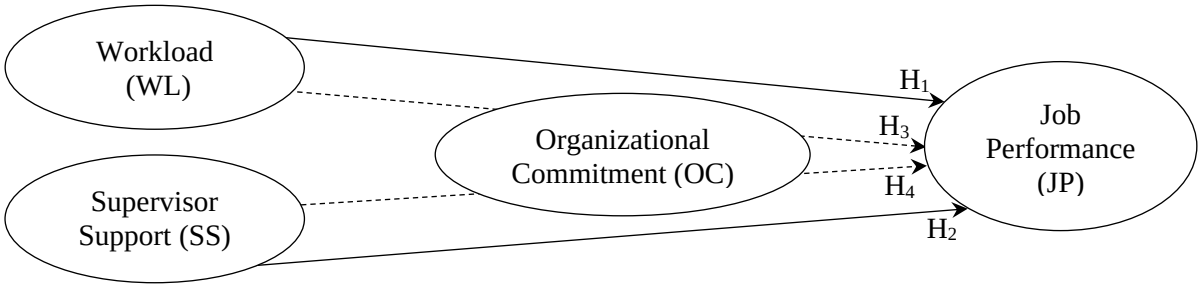


Figure 1. Research model
Source: Processed data (2026)

METHOD

The population of this study was 100 non-managerial employees at the Madiun Regency Land Office. Data collection was carried out using an online questionnaire (i.e., Google Form) and a convenience sampling approach; 97 responses were obtained. This number met the minimum sample size, based on a calculation of 5 times the number of measurement items (i.e., 19 items) (Memon et al., 2020), with a total of 95 responses. Furthermore, following the recommendation of Hair et al. (2019), the authors used the G*Power calculation to determine the minimum sample size. The research model, with a statistical power of 80% (Memon et al., 2020), requires a minimum sample size of 77. Therefore, the number of responses obtained met the criteria.

In this study, four variables are examined such as workload, supervisor support, job performance, and organizational commitment. Workload is an individual's perception of the work they must complete within a given time period. Workload was measured using five items used by Jamal et al. (2024), e.g., "in my job, there is always a great deal to be done." Supervisor support is an individual's perception of their supervisor's concern for their employees. Supervisor support was measured using four items from Rhoades et al. (2001), e.g., "my supervisor cares about my opinions." Organizational commitment is the extent to which an individual is attached to the organization where they work. Organizational commitment was measured using five indicators from Rhoades et al. (2001), e.g., "i am proud to tell others, I work at my organization." Job performance is an individual's perception of completing their work tasks. Job performance was measured using five items adopted from Williams & Anderson (1991), e.g., "i fulfill responsibilities specified in the job description." Respondents were asked to rate the measurement items on a five-point scale (1 = very disagree, 5 = very agree).

RESULTS AND DISCUSSION

Results

Table 1 presents the profile of the respondents in this study. Most respondents were female (54.6%), aged less than 35 years (69.07%), had a bachelor's degree (50.52%), and had worked for five years or more (63.92%). These profiles indicate that employees working at the Land Office have sufficient experience to complete their tasks. The predominance of those under 35 years old indicates that employees are of productive age and belong to Generations Z and Y, which tend to be tech-savvy.

Questionnaire-based and self-report data collection methods are susceptible to common method bias (CMB). Efforts to reduce CMB were made by asking respondents to complete the questionnaire anonymously, with no right or wrong answers (Wulani et al., 2025). Data analysis was conducted using partial least squares structural equation modeling (PLS-SEM) in SmartPLS 4.0. Since the variance inflation factor (VIF) was less than 3.3, the CMB issue was eliminated (Ong & Ibrahim, 2024).

Next, data analysis was conducted in two stages. First, the authors tested the measurement model, including validity and reliability. Second, the authors tested the structural model The significance of a hypothesized relationship is based on the *p*-value with significance levels of 1% and 5% (Hair et al., 2019). Table 2 shows the results of convergent validity and reliability tests. Convergent validity was met, as indicated by outer loadings for all items exceeding 0.6 and the average variance extracted (AVE) exceeding 0.5 (Hair et al., 2019).

The authors used composite reliability (CR) to assess internal consistency reliability. All CR values met high reliability criteria, exceeding 0.7 (Hair et al., 2019). Discriminant test results based on the heterotrait-monotrait (HTMT) ratio value of the correlations are presented in Table 3. All HTMT values have shown less than 0.9, so they have met the criteria for discriminant validity (Hair et al., 2019). During the measurement model testing process, several items had to be dropped due to non-validity such as SS3, JP3, JP4, OC4, and OC5. The next step was testing the structural model. The coefficient of determination (R^2) for organizational commitment was 0.6, and for job performance was 0.727. These values indicate the high power of exogenous variables in explaining variance in endogenous constructs (Hair et al., 2019).

Table 1. Profiles of the respondent

Profiles	Frequency	Percentage
Gender		
Female	53	54.60
Male	44	45.40
Age (years old)		
<25	12	12.37
25 - <35	55	56.70
35 - <45	20	20.62
>= 45	10	10.31
Education		
Senior high school	23	23.71
Diploma	19	19.59
Undergraduate	49	50.52
Master's degree	6	6.18
Tenure (year)		
1 - < 5	35	36.08
5 - < 10	26	26.80
10 - <15	20	20.62
15 - <20	6	6.19
>=20	10	10.31

Source: Processed data (2026)

Table 2. Convergent validity and reliability

	Item	Outer loading	AVE	CR
Workload (WL)	Wl1	0.847	0.693	0.919
	Wl2	0.840		
	Wl3	0.827		
	Wl4	0.810		
	Wl5	0.839		
Supervisor support (SS)	SS1	0.650	0.772	0.910
	SS2	0.904		
	SS4	0.867		
Job performance (JP)	JP1	0.930	0.860	0.949
	JP2	0.947		
	JP5	0.905		
Organizational commitment (OC)	OC1	0.895	0.837	0.939
	OC2	0.946		
	OC3	0.902		

Source: Processed data (2026)

Table 3. Discriminant validity

	WL	SS	JP
SS	0.871		
JP	0.783	0.832	
OC	0.747	0.856	0.896

Notes: WL: workload, SS: supervisor support, JP: job performance, OC: organizational commitment
Source: Processed data (2026)

The structural model testing result (Table 4) reveals that workload positively affects employee performance (b = 0.235, $p < 0.05$). The finding indicates that employees who experience higher workloads actually perform better. Thus, this finding supports hypothesis 1. Contrary to the authors'

expectations, supervisor support does not significantly increase employee performance (b = 0.157, $p > 0.05$). This result does not support the second hypothesis. Consistent with the third and fourth hypotheses, the authors find that organizational commitment serves as a significant mediator. A higher workload can actually increase organizational commitment and, subsequently, improve performance (b = 0.130, $p < 0.05$). Furthermore, supervisor support can boost job performance through organizational commitment (b = 0.310, $p < 0.01$). The findings support hypotheses 3 and 4. In addition, since workload can directly or indirectly affect job performance in the same direction (i.e., positively), organizational commitment plays a partial mediating role (Balu & Rathnasabapathy, 2025). In contrast, organizational commitment fully mediates the relationship between supervisor support and job performance; as the direct effect of supervisor support on job performance is insignificant, whereas its indirect effect is significant (Balu & Rathnasabapathy, 2025).

Table 4. The result of structural model testing

Hypothesis	Path	Coefficient	T value	Decision
H_1	WL → JP	0.235*	2.142	Supported
H_2	SS → JP	0.157	1.284	Unsupported
H_3	WL → OC → JP	0.130*	2.416	Supported
H_4	SS → OC → JP	0.310**	4.018	Supported

Note: ** $p<0.01$; * $p<0.05$
WL: workload, SS: supervisor support, JP: job performance, OC: organizational commitment
Source: Processed data (2026)

Discussion

This study shows that a higher workload, both directly and through organizational commitment, is more likely to increase employee performance. Moreover, the finding of a positive relationship between workload and job performance confirms those of Msuya & Kumar (2022) and Siswanto et al. (2019). These findings indicate that the pressure to complete multiple tasks quickly actually motivates employees to fulfill the responsibilities required by job descriptions. The findings support social cognitive theory, which posits that people will adjust and adapt to their work situation (Qamar et al., 2023). Employees also become more accustomed to and skilled at carrying out tasks. Thus, even though there is a workload, their performance remains high.

Additionally, there are two other possible explanations for this finding. First, with a pile of tasks that need to be completed quickly, employees can adapt and develop new ways to complete them (Ingusci et al., 2021). Referring to the respondents' profiles, this is possible because most of them have a bachelor's degree and considerable work experience. As a result, they already have sufficient understanding and experience in their tasks. Second, competency ownership is a resource for handling increasingly high job demands (Zaher et al., 2026). This is reinforced by the respondents' profiles, who are mostly from Generations Z and Y. Employees in these generations possess advanced technological skills (Cavalinhos et al., 2023; Ma & Fang, 2024). Therefore, they are more easily able to apply and use technology-based tools. As a result, they are better able to complete their tasks.

This study finds that organizational commitment acts as a full mediator in the relationship between supervisor support and performance. As such, supervisor support alone is insufficient to improve respondents' performance at the Land Office. This finding differs from those of Han et al. (2025), who found that supervisor support can directly improve job performance. This study reveals that to increase job performance, the treatment employees experience from their supervisors must first shape their commitment to the institution. These results indicate that supervisor support is needed to provide a sense of comfort and confidence for employees. Moreover, supervisory support must fulfill employees' needs (Rousseau & Aubé, 2010) and be interpreted by employees as organizational support, thereby encouraging them to identify with the organization (Gupta et al., 2024). Given concerns such as supervisors' assistance to employees, it is possible that employees' need for togetherness with their supervisors has been met when they have to complete various tasks. By doing so, employees' sense of belonging and strong emotional attachment to the Madiun Regency Land Office will further enhance performance. They will strive to provide the best for their institution by fulfilling their work responsibilities and completing tasks as expected.

CONCLUSION AND SUGGESTIONS

This study finds that employees' job performance at the Madiun Regency Land Office will continue to increase despite the workload. This finding supports previous studies, such as Msuya & Kumar (2022) and Siswanto et al. (2019). Moreover, workload can enhance organizational commitment and, in turn, boost job performance. These results demonstrate the need for the agency to hire adaptable employees who view challenges as opportunities to improve their competencies. Furthermore, supervisors need to design training relevant to job requirements to improve employee competency. Employees with strong competencies are more likely to meet performance targets. However, the organizations need to consider hiring more staff, and supervisors also need to allocate sufficient time for employees to complete their tasks. By doing so, the level of energy of employees is maintained and can meet job demands.

The analysis shows that supervisor support does not significantly improve job performance. Consistent with Han et al. (2025), this study shows that organizational commitment mediates the relationship between supervisor support and job performance. The Land Office needs to provide supervisors with training to enable them to support their followers. This support can be demonstrated by caring about employees' opinions and well-being. Supervisors also need to be ready to provide guidance and solutions to problems employees face in completing various tasks. Given the profile of this study, which shows that most respondents are from Generations Z and Y, the needs they seek to meet may differ from those of previous generations. For example, Generation Z prioritizes career sustainability (Borg et al., 2023) while Generation Y prioritizes work-life balance (Mahmoud et al., 2020). Therefore, supervisor support should be demonstrated by providing career opportunities and work design that enables employees to fulfill their roles as individuals within a family.

Despite these interesting findings, several limitations remain. The authors used a self-report survey, which could potentially introduce response bias (Aruldoss et al., 2021). Although this study uses an anonymous design and the CMB test showed no potential for bias, future studies should consider asking supervisors to report on their support and their employees' performance. This design would allow for confirmation of the findings. This study was conducted within a limited context, i.e., employees working at the Land Office in Madiun Regency. To generalize the finding, the research model needs to be investigated in other organizational contexts. This study identified organizational commitment as the only variable explaining the mechanism underlying the relationship between workload, supervisor support, and job performance. Based on this study's results, it is possible that employee competency also influences how workload affects organizational commitment and job performance. Therefore, future studies should consider this variable as a moderating variable in this research model. Furthermore, given the presence of Generation Z and Y employees in the workplace, future studies should examine the fulfillment of work-life balance and career opportunities as antecedents of organizational commitment and job performance.

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