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The Effects of Workload and Supervisor Support on Work Stress and Employee of Indonesian Navy Account Division Performance in East Java, Indonesia

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Abstract: Employees in an organization are the primary source of organizational activities that other resources cannot replace because organizations with complete facilities and equipment are ultimately useless without employees who work optimally. Due to the high demands of today's work that employees must meet on accounts, makes employees experience increased workload, which can be stressful for employees on accounts in the ranks of the Navy. This study aimed to prove and analyze the effect of workload and supervisor support on work stress and employee performance in the Navy organizational unit in the East Java Region. The population of this study was Account employees at the Navy organizational unit in the East Java region, totalling 598 people and the number of samples was 252 people using the questionnaire method. Data analysis using Structural Equation Modeling (SEM). The results of the study prove that: 1) workload has a positive and significant effect on work stress, 2) workload has no significant effect on employee performance, 3) supervisor support has a negative and significant effect on work stress, 4) supervisor support has a positive and significant effect on employee performance, and 5) work stress has a positive and significant effect on employee performance.

Keywords: workload, supervisor support, work stress, employee performance.

工作量和主管支持对工作压力和印度尼西亚东爪哇印度尼西亚海军客户部员工绩效的影响

摘要：组织中的员工是其他资源无法替代的组织活动的主要来源，因为拥有完备设施和设备的组织如果没有最佳工作的员工，最终将毫无用处。由于当今工作的高要求，员工必须在帐户上满足，这使得员工的工作量增加，这对海军队伍中的帐户员工来说可能是有压力的。本研究旨在证明和分析工作量和主管支持对东爪哇地区海军组织单位工作压力和员工绩效的影响。本次研究的对象为东爪哇地区海军组织单位的会计人员，共计 598 人，样本数量为 252 人，采用问卷调查法。使用结构方程模型进行数据分析。研究结果证明：1) 工作量对工作压力有正向且显著的影响，2) 工作量对员工绩效没有显著影响，3) 主管支持对工作压力有负向且显著的影响，4) 主管支持对员工绩效有积极和显著的影响，5) 工作压力对员工绩效有积极和显著的影响。

关键词：工作量、主管支持、工作压力、员工绩效。

1. Introduction

Employees in an agency or organization are the primary source of organizational activities that other resources cannot replace, because organizations with complete facilities and equipment are ultimately useless without employees who work optimally. Human resources are a source of excellence in an organization and are an essential asset and part of the activation process. The workload of each employee significantly affects the organization's activities because whether or not the organization runs smoothly depends on the employees of each organization and whether or not they can cope with the workload they are facing.

Supervisor support is vitally assessed by employees as a social-emotional need, indicating the supervisor's readiness to appreciate employee work improvements and the organization's tendency to assist when needed to perform an adequate job. The comfort factor for employees is something that must be considered by the organization so that employees feel at home working in the company and become loyal; thus, their performance will be better. Conversely, if employees feel uncomfortable, it will cause work stress, which can lead to feeling depressed. This work stress causes poor employee performance, which will later harm the company.

This research was conducted at the financial service at the work unit level within the Indonesian Navy. This research was conducted at the financial service at the work unit level within the scope of the Navy. The financial service at the work unit level was Accounting, commonly abbreviated as Account. The high demands of today's work that employees must fulfill on accounts make employees feel increased workload, which can be stressful for employees on accounts in the ranks of the Navy. Increased workloads and more complex levels make employees at Accounts experience levels of work stress more quickly. The workload because of the Navy organizational unit is more a higher frequency of work due to the demands of agencies whose mobility is relatively high, because the Navy is a Marine unit that is ready to secure the maritime territory of the Republic of Indonesia so that accounts in the ranks of the Indonesian Navy must be able to support security operations by preparing the needs of the Indonesian Navy. For maritime security operations. Besides, supervisor support determines the policies a leader takes in making decisions. This policy directly or indirectly also significantly affects employees in the account agency at the work unit level.

2. Literature Review

2.1. Workload

Workload is a multidimensional concept that considers time, mental, physical and stressors [1]. Workload is a number of activities that must be completed by an employee or organizational unit within a certain period [2]. According to Koesoemowidjojo [3] "Workload is the process of determining the number of working hours of human resources that are worked, used, and needed in completing a job for a certain time."

Workload indicators in this study are as follows [4]:

1. General psychological demands;
2. Role ambiguity;
3. Concentration;
4. Mental work disruption.

2.2. Supervisor Support

Horan [5] suggests that supervisor support refers to the extent to which employees feel that supervisors value the welfare and contribution of employees in the workplace. When employees face less amount of supervisor support, they tend to face more barriers to achieving their objectives. Employees who receive the assistance of their supervisors work better, give positive feedback and feel encouraged [6].

One viable mechanism for removing negative occurrences is the availability of social support from the supervisors [7]. Social support from the immediate boss helps resolve problems and develop employee-supervisor trust [8].

The supervisor support indicators are as follows [9]:

1. Willingness to provide assistance;
2. Willingness to listen;
3. Feelings of caring.

2.3. Work Stress

The employees whose experience job burnout and stress on a broader scale are expected to show lower effort and performance than those who are less exposed to work stress problems [10]. Work stress is derived from excessive demands and pressure that exceeds an employee's ability to perform the given tasks. Thus, stress is considered to be a complex and dynamic concept that can result in undesirable performance not only for employees by not working efficiently and effectively, but also it could reflect on the poor organization performance by not achieving its objectives [11].

Three symptoms are noted by those who experience work stress: physiological, psychological, and behavioral [12]. Two causes of work stress are the environmental and individual one [13]. The indicators

of work stress are the following [12]:

1. Task demands;
2. Role demands;
3. Interpersonal demands;
4. Organizational structure
5. Organizational leadership

2.4. Employee Performance

Zeb et al. [8] define job performance as a specific behavior that is under the individual control that aims to reach several specific objectives. The job performance also appears to be an important factor for human resource management and organizational outcomes. The job performance also require to always be on a high level to be able to support the performance of the organization as a whole.

Employee performance is an embodiment of ability in the form of actual work or the result of work achieved by employees in conducting tasks and work within the company [14]. Performance is measured using the following eight indicators [15]:

1. Quantity of work
2. Quality of work
3. Job knowledge
4. Creativeness
5. Cooperation
6. Dependability
7. Initiative
8. Personal qualities

3. Research Framework

This type of research is causal explanatory research that will explain the causal relationship between exogenous and endogenous variables. Data analysis used in this study is quantitative analysis, namely, processing data in the form of numbers using statistical methods. The population of this research is Account employees in the East Java Regional Navy organizational unit. The members of each account are approximately 30 members and the total number of personnel in accounts throughout East Java is approximately 598 personnel. The sampling technique used in this study was proportional random sampling and the number of samples was 252. The data collection technique in this study was carried out by surveying the distribution of question data (questionnaires) on the research object.

The research model consists of an arrangement of logical constructs that explain the variables' dependencies. This model is formulated to describe the construct of logic flow for systematically examining empirical beliefs. The research model is presented in Figure 1.

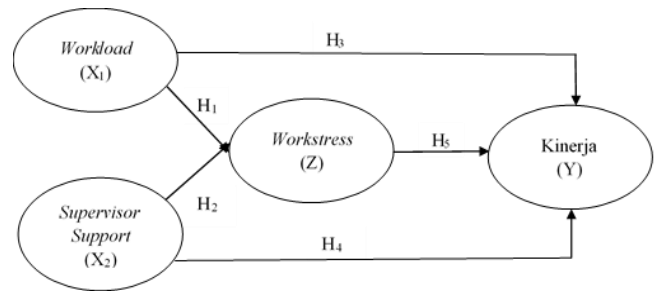


Fig. 1 Research framework

4. Hypotheses

H₁: Workload has a significant effect on work stress on the account employees of the Navy organizational unit in the East Java region.

H₂: Supervisor support has a significant effect on work stress on the account employees of the Navy organizational unit in the East Java region.

H₃: Workload significantly affects the performance account of employees of the Navy organizational unit in the East Java region.

H₄: Supervisor support significantly affects the performance of the account employees of the Navy organizational unit in the East Java region.

H₅: Work stress significantly affects the performance of employees of the Navy organizational unit account in the East Java region.

5. Research Methodology

Researchers used SEM (Structural Equation Modeling) with the software used, namely, AMOS and SPSS, to conduct data processing and analysis. The use of SEM in this study is because SEM is considered more accurate, where researchers not only know the relationship between variables, but also know the components that make up the variables and know their magnitude.

6. Result

6.1. Respondent's Profile

Data were collected by distributing questionnaires to account employees at the Navy organizational unit in East Java. The sample size obtained by the researchers was 252 employees. The results of the descriptions of the 252 employees by gender, age, and years of service are presented in Table 1.

Table 1 Respondent's profile (SEM data analysis)

Respondents' Profile	Description	Frequency	Percentage
Gender	Male	162	64.3
	Female	90	35.7
Age	Less than 20 years	2	0.8
	20-30 years	3	1.2
	31-40 years	75	29.8
	41-50 years	159	63.1
	More than 50 years	13	5.2
Length of	Less than 10 years	131	52.0

Work	10-20 years	103	40.9
	21-30 years	9	3.6
	31-40 years	3	1.2
	More than 40 years	6	2.4

Table 1 shows that most of the Account employees in the Navy organizational unit in the East Java region who were respondents in this study were male (64.3 percent), aged 41–50 years (63.1 percent), and had a service period of fewer than ten years (52 percent).

6.2. Construct Validity

The results of the evaluation of construct validity for each construct in Table 2 show that in the measurement model, each indicator produces a factor loading value greater than 0.50, so these indicators are valid in forming the workload construct, supervisor support, work stress, and performance so that they meet convergent validity.

Table 2 Construct validity (SEM data analysis)

Construct	Indicator	Factor Loading	Decision
Workload (X ₁)	General psy. demands (X1.1)	0.759	Valid
	Role ambiguity (X1.2)	0.750	Valid
	Concentration (X1.3)	0.560	Valid
	Mental work disruption (X1.4)	0.669	Valid
Supervisor Support (X ₂)	Willingness to assistance (X2.1)	0.689	Valid
	Willingness to listen (X2.2)	0.769	Valid
	Feeling of care (X2.3)	0.666	Valid
Work Stress (Z)	Task demands (Z.1)	0.605	Valid
	Role demands (Z.2)	0.753	Valid
	Interpersonal demands (Z.3)	0.614	Valid
	Organizational structure (Z.4)	0.690	Valid
Performance (Y)	Quantity of work (Y.1)	0.586	Valid
	Quality of work (Y.2)	0.599	Valid
	Job knowledge (Y.3)	0.605	Valid
	Creativeness (Y.4)	0.608	Valid
	Cooperation (Y.5)	0.568	Valid
	Dependability (Y.6)	0.578	Valid
	Initiative (Y.7)	0.722	Valid
Personal qualities (Y.8)	0.705	Valid	

6.3. Reliability Test

Hair et al. [16] stated that the rule of thumb construct reliability value must be greater than 0.70. However, the construct reliability value greater than 0.60 is still acceptable as long as each indicator has met convergent validity. The results of the evaluation of construct reliability for each construct can be seen in Table 3.

Table 3 Construct reliability (SEM data analysis)

Constructs	Construct Reliability	AVE	Decision
Workload (X ₁)	0.781	0.515	Reliable
Supervisor Support (X ₂)	0.752	0.543	Reliable
Work Stress (Y ₁)	0.762	0.517	Reliable
Performance (Z)	0.835	0.539	Reliable

6.4. Hypothesis Testing Result

Table 4 Direct effect (SEM data analysis)

Direct effect		Std. Estimate	C. R.	P	Decision	
Workload (X ₁)	→	Work Stress (Z)	2.583	0.010*	H ₁ accepted	
Workload (X ₁)	→	Performance (Y)	-1.916	0.055 ^{n. s}	H ₂ rejected	
Supervisor Support (X ₂)	→	Work Stress (Z)	-2.626	0.009*	H ₃ accepted	
Supervisor Support (X ₂)	→	Performance (Y)	4.343	0.000*	H ₄ accepted	
Work Stress (Z)	→	Performance (Y)	0.212	2.459	0.014*	H ₅ accepted

Notes: * Significant at the 0.05 level; n. s. - not significant

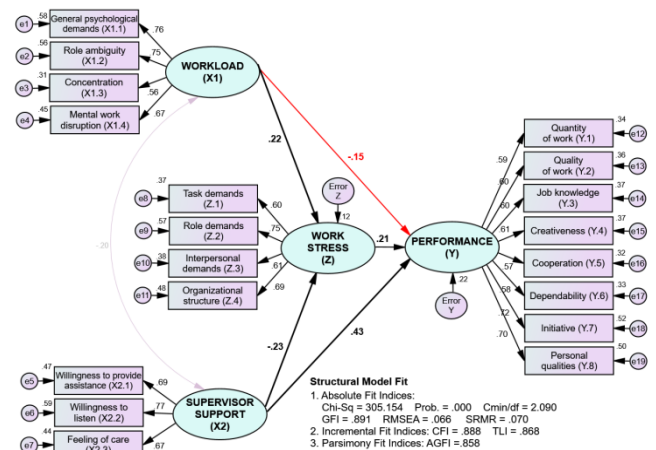


Fig. 2 Structural model evaluation

The following are the results of structural testing relationships to test each research hypothesis based on SEM output:

The following are the results of the path analysis of the indirect influence of workload and supervisor

support on performance through work stress mediation.

Table 5 Indirect effects (SEM data analysis)

Indirect Effect	Specific Indirect Effect (Bias-Corrected Percentile Method)		
	Estimate	P-Value	The Type of Mediation
Workload → Work Stress → Performance	0.046	0.011*	Fully mediation
Supervisor Support → Work Stress → Performance	-0.049	0.009*	Partially mediation

Notes: * Significant at the 0.05 level; n. s. - not significant

After analyzing the mediation effect or indirect effect, the total effect will be analyzed. The following results from calculating the total effect of workload, supervisor support, and work stress on performance.

Table 6 Total effect (SEM data analysis)

No.	Variable Predictor	Total Effect Analysis		
		Total Effect	P-Value	Rank
1	Workload (X ₁)	-0.109	0.329 ^{n. s.}	3
2	Supervisor Support (X ₂)	0.383	0.003*	1
3	Work Stress (Z)	0.212	0.009*	2

Notes: * Significant at the 0.05 level; n. s. - not significant

The results of the comparison of the total effect value and the average value, as in Figure 4, conclude that to improve employee performance, the priority from the highest to the lowest is supervisor support and work stress. Simultaneously, the workload has an insignificant impact on reducing performance.

1) Supervisor support is the variable that has the most significant impact on improving employee performance. Although currently rated excellent with an average of 4.52, further strengthening of support from supervisors will improve employee performance.

2) Work stress still has a positive effect on performance because the current level of work stress is still moderate, with an average value of 3.50. The level of employee work stress needs to be increased again to improve performance, but within a specific limit, work stress will reverse to reduce performance. According to the author's assessment, the level of work stress can be increased again within the maximum limit of 4.2 (very high category). If the work stress level exceeds that, it will reduce employee performance.

3) Although the workload has a negative effect so that the increase in workload will reduce performance, the effect is still not significant. Only now, the employee's workload is still on an average scale of 2.59, meaning that the employee's workload can be increased in a not-too-large range, so it has little impact on performance degradation.

Through a simple simulation, if the organization has a target of increasing the workload to an average score of 3.00, strengthening supervisor support again to an average score of 4.70, and increasing the level of employee work stress to the safe limit of an average

score of 4.10, employee performance will increase by 0.15. points. Currently, employee performance is worth an average of 4.33, so it will increase to an average of 4.48.

7. Discussion

Employee ratings on the workload variable are perceived with a low level of approval, with an average variable value of 2.59, which is in the range of values of 1.8–2.6 (low). This shows that employees have a workload that is still considered low.

Employee ratings on the performance variable are perceived with a very high level of approval, with an average value of 4.33 for the variable, which is in the range of values of 4.2–5.0 (very high). This shows that employees already have excellent performance.

The results of the parameter estimation of the effect of workload on work stress on employees of the Navy organizational unit account in the East Java region showed a significant effect with a CR value of 2.583 (greater than 1.96) and a significance value (p-value) of 0.010 (smaller than the real level 5%). The resulting coefficient of influence is 0.216 (positive), meaning that the higher the workload, the higher the work stress of the employees. This study proves that workload has a significant effect on work stress. The higher an employee's workload, the more work stress increases and will impact decreased performance. An excessive workload, a commitment to innovation and impediments in task completion can bring on work stress. All these factors have a substantial impact on employee work stress. An excessive workload can create an unpleasant working environment or atmosphere for employees [17]. This study confirms the results of Dhini Rama's [18] research, which states that workload has a positive and significant effect on work stress.

The parameter estimation results of the influence of supervisor support on work stress on account employees of the Navy organizational unit in the East Java region show a significant influence with a CR value of 2.626 (greater than 1.96) and a significance value (p-value) of 0.009 (smaller than the level of real 5%). The resulting coefficient of influence is -0.232 (negative), meaning that the higher the support from superiors, the lower the work stress of employees.

The results of the parameter estimation of the effect of workload on employee performance Accounts for the Navy organizational unit in the East Java region show an insignificant effect a CR value of -1.916 (smaller than 1.96) and a significance value (p-value) of 0.055 (greater than the real level 5%). The resulting coefficient of influence is only -0.154. Workloads had no significant influence on performance. This means that the increase in workload has little impact on employee performance. The results of this study are different from those conducted by Andriyani

Prawitasari [19], Eti Rusmiati et al. [20], and Situmorang & Hidayat [21].

The results of the estimation of the influence of supervisor support on employee performance in the account of the Navy organizational unit in the East Java region also showed a significant effect with a CR value of 4,343 (greater than 1.96) and a significance value (p-value) of 0.000 (smaller than the real level 5%). The resulting coefficient of influence is 0.432 (positive), meaning that the higher the support from superiors, the higher the employee's performance. The results confirm the research conducted by [6].

The parameter estimation results of the effect of work stress on employee performance. Accounts of the Navy organizational unit in the East Java region show a significant effect with a CR value of 2,459 (greater than 1.96) and a significance value (p-value) of 0.014 (smaller than the significance level of 5%). The resulting coefficient of influence is 0.212 (positive), meaning that the higher the employee's work stress will impact employee performance. This study's results differ from [22], which states that work stress affects employee performance.

8. Conclusion and Suggestions

Workload has a positive and significant effect on work stress on account employees of the Navy organizational unit in the East Java region. The results confirm the workload theory presented by [1-3] and the work stress theory presented by [10-12]. The results of this study are the same as those of Dhini Rama [18].

Supervisor support has a negative and significant effect on work stress on account employees of the Navy organizational unit in the East Java region. Therefore, higher support from superiors will reduce employee work stress. The results confirm the Supervisor Support theory presented by [5-8] and the Work Stress theory presented by [10-12].

Workload significantly affects the performance of account employees of the Navy organizational unit in the East Java region. The results confirm the workload theory presented by [1-3], and the performance theory presented by [8, 14]. The results of this study are the same as those of [19-21].

Supervisor support has a positive and significant effect on the performance of account employees of the Navy organizational unit in the East Java region. The results confirm the Supervisor Support theory presented by [5-8] and the performance theory presented by [8, 14]. The results confirm the research of Talukder & Galang [6].

Work stress significantly affects the performance of account employees of the Navy organizational unit in the East Java region. The results confirm the work stress theory presented by [10-12] and the performance theory presented by [8, 14]. The results of this study are the same as those conducted by [22-25].

Based on Table 5, it can be explained that work stress can mediate the effect of workload and supervisor support on employee performance. This can happen because, empirically, the pathway through job stress is significant. Work stress fully mediates the effect of workload on employee performance, meaning that reducing the workload alone is less effective in improving employee performance, but must be accompanied by the positive impact of work stress that can improve employee performance. Work stress also partially mediates the effect of supervisor support on employee performance, meaning that adding support from supervisors alone improves employee performance. However, if the positive impact of work stress accompanies it employee performance will increase further.

Workload affects work stress. Therefore, the company must review every workload given to all current employees. The company must provide the workload according to the capacity of each employee. For example, by reducing the volume of work according to ability without having to create excessive burdens, employees do not object to what is given so that each volume of work can be completed properly. The company must provide job responsibilities according to employees' abilities so that the work can be completed properly. For companies, it is better to maintain a perfect proportion of workloads to improve employee performance. The company must also pay attention to the workload given so that employees can work effectively and efficiently and achieve the company's goals.

It is suggested to the leadership of Account employees in the Navy organizational unit in the East Java region that employee performance needs to be considered to appreciate and appreciate employee performance, such as providing awards and sayings that can motivate employees to produce a good performance.

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