

## THE EFFECT OF WORKLOAD AND ORGANIZATIONAL SUPPORT ON EMPLOYEE PERFORMANCE IN THE GENERAL BUREAU OF BP BATAM

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### Abstract

Employee performance in public sector organizations is influenced by organizational factors such as workload and organizational support. This study aims to analyze the effect of both variables on the performance of employees in the General Bureau of BP Batam, both partially and simultaneously. A quantitative approach with cross-sectional design was employed, involving 20 employees from three work units. Workload was measured using the NASA Task Load Index (NASA-TLX), organizational support was assessed using the Survey of Perceived Organizational Support (SPOS), and employee performance was evaluated based on the dimensions of task performance and contextual performance, all using a five-point Likert scale. Data were analyzed using multiple linear regression (SPSS 24.0). Results indicated that workload ( $p = 0.875$ ) and organizational support ( $p = 0.158$ ) did not have a significant effect on employee performance, although the directions of the relationships were consistent with theoretical predictions — negative for workload and positive for organizational support. The non-significant findings are attributed to employees' adaptive capacity, perceptual homogeneity among respondents, and limitations in sample size. This study contributes to understanding the dynamics of employee performance at BP Batam and recommends future research with larger samples and the inclusion of mediating variables.

**Keywords:** *workload, organizational support, employee performance, task performance, BP Batam, free trade zone*

### INTRODUCTION

Employee performance in public sector organizations is a critical variable that determines the quality of services and the effectiveness of institutional goal attainment. Two factors consistently identified as influencing performance are workload and organizational support — both operating in a mutually balancing relationship: unmanaged workload has the potential to suppress performance, while strong organizational support has been shown to serve as a buffer that mitigates its negative impact (Bakker & Demerouti, 2007; Rhoades & Eisenberger, 2002). The Free Trade Zone and Free Port Authority of Batam (Badan Pengusahaan Kawasan Perdagangan Bebas dan Pelabuhan Bebas Batam / BP Batam) is a non-ministerial government institution entrusted with the strategic function of managing investment, infrastructure, and public services in the special zone of Batam under Government Regulation No. 46 of 2007. The General Bureau (Biro Umum) is a work unit responsible for providing administrative guidance and support in the areas of asset inventory and disposal, household management and asset maintenance, records management and archiving, public relations and protocol, procurement of goods and services, as well as coordination support with relevant ministries and institutions. As a cross-sectoral support unit, it faces high levels of work intensity and complexity, rendering it particularly vulnerable to imbalances between job demands and available resources. This context makes the General Bureau of BP Batam a relevant and representative setting for empirically examining the dynamics of workload and organizational support.

Several prior studies have examined the relationship between organizational support and work performance within government or public sector settings. Marbun & Jufrizen (2022) found that organizational support, work environment, and job satisfaction directly and significantly influenced employee performance, while organizational support and work environment also exerted an indirect significant effect on performance mediated by job satisfaction, as observed at the Department of Food Security and Animal Husbandry of North Sumatra Province. Furthermore, Murty et al. (2023) found that organizational culture, organizational support, and work motivation all significantly influenced employee performance at the Department of Investment and One-Stop Integrated Services (DPMPTSP)

of Bojonegoro Regency. Although prior studies on these two variables have been extensively conducted in general bureaucratic settings, research that positions special economic zone management institutions — with their distinct mission characteristics, performance pressures, and institutional structures compared to conventional government agencies — as the unit of analysis remains highly limited. This empirical gap constitutes the primary research gap addressed by the present study.

## **LITERATURE REVIEW**

### **Workload**

Workload is a multidimensional concept that reflects the magnitude of demands placed on an individual's physical, mental, and temporal capacity in performing tasks. Meshkati (1988) defined workload as the discrepancy between the processing capacity required by a task and the capacity available to the individual, while Hart & Staveland (1988) introduced the conceptualization of workload as a hypothetical construct representing the cost paid by an operator to achieve a certain level of performance. In terms of measurement, Hart (2006) developed the NASA Task Load Index (NASA-TLX) as a multidimensional diagnostic tool that assesses workload based on six subjective dimensions: mental demand, physical demand, temporal demand, performance, effort, and frustration level. This instrument has been widely validated across various occupational contexts, including the public sector and government administration (Nikulin et al., 2019).

Within the Job Demands-Resources (JD-R) theoretical framework developed by Bakker & Demerouti (2007), workload is conceptualized as a form of job demand that, when it exceeds individual capacity, triggers a process of energy depletion, burnout, and ultimately a decline in performance. Spector & Jex (1998), in their meta-analytic study, confirmed a consistent negative correlation between quantitative workload and various indicators of employee well-being and performance.

### **Organizational Support**

Organizational support refers to employees' perceptions of the extent to which their organization values their contributions and cares about their well-being. This construct was first systematically conceptualized by Eisenberger et al. (1986) through Organizational Support Theory (OST), grounded in the principles of social exchange theory and the norm of reciprocity. The theory posits that employees who perceive a high level of organizational support — as measured through the construct of Perceived Organizational Support (POS) — tend to reciprocate by increasing their affective commitment, prosocial behavior, and performance in fulfillment of their obligation toward the organization.

Rhoades & Eisenberger (2002), in their comprehensive meta-analytic review of more than 70 studies, confirmed that POS is consistently and positively associated with organizational commitment, job satisfaction, and employee performance, and negatively associated with turnover rates and absenteeism. The measurement of POS in the present study employs the Survey of Perceived Organizational Support (SPOS) instrument developed by (Eisenberger et al., 1986) and further validated by (Stinglhamber et al., 2016), which assesses employees' perceptions of the organization's recognition of their contributions and the organization's concern for their well-being.

### **Employee Performance**

Employee performance is a central construct in human resource management, defined as the total expected value to the organization from discrete behavioral episodes carried out by an individual over a standard period of time (W. Borman & Motowildo, 1993). Borman & Motowildo (1993) proposed a two-dimensional performance taxonomy that has become the dominant reference in the literature: task performance and contextual performance. Task performance refers to the effectiveness of activities formally recognized as part of the job and that directly contribute to the technical core of the organization, while contextual performance encompasses voluntary behaviors not explicitly stated in job descriptions but that support the effectiveness of the organizational, social, and psychological work environment — such as initiative, teamwork, and proactive attitudes.

This distinction between the two dimensions carries particular significance in the public sector context, where employees are not only required to meet technical targets (task), but are also expected to exhibit organizational citizenship behavior (OCB) that supports smooth cross-unit coordination (Pandey & Wright, 2006). Larsen et al. (2025) emphasized that in public organizations, contextual performance often serves as a differentiating factor in service quality, as it determines the extent to which employees go beyond the formal boundaries of their roles in the interest of the public they serve.

**METHOD**

Using a quantitative approach with a cross-sectional design, this study analyzed the effect of workload and organizational support — both partially and simultaneously — on employee performance, operationalized through the dimensions of task performance and contextual performance Borman & Motowidlo (1997). Theoretically, this study contributes to the development of public sector human resource management research in the context of free trade zone and free port management authorities and special economic zones.

The instruments employed in this study consisted of questionnaires structured according to the variables under investigation, namely workload, organizational support, and employee performance. Questionnaires were selected for their ability to collect data directly from respondents regarding their perceptions and experiences at work. Workload was measured using the NASA-TLX (Task Load Index) (Hart, 2006; Nikulin et al., 2019), which assesses workload based on respondents' subjective perceptions across six dimensions: mental demand, physical demand, temporal demand, performance, effort, and frustration level. Organizational support was measured using the Survey of Perceived Organizational Support (SPOS), designed to determine the extent to which employees perceive support from their organization, both in the form of recognition of their contributions and attention to their well-being (Rhoades & Eisenberger, 2002; Stinglhamber et al., 2016). Employee performance was assessed based on two main dimensions: task performance, referring to employees' ability to accomplish their primary responsibilities, and contextual performance, referring to supplementary behaviors that support the work environment, such as cooperation, initiative, and proactive attitudes. All questionnaire items were measured using a five-point Likert scale, ranging from strongly disagree to strongly agree, to capture the degree of respondents' agreement with each statement.

Data collection for this study was conducted from February to March 2026. The respondents comprised 20 employees distributed across three divisions of BP Batam's General Bureau: the Household Management and Asset Maintenance Division, the Records Management and Archiving Division, and the Protocol and Public Relations Division. The majority of respondents were aged between 31 and 40 years (Figure 1).

		Usia			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25-30 Tahun	6	30.0	30.0	30.0
	31-40 Tahun	10	50.0	50.0	80.0
	41-50 Tahun	1	5.0	5.0	85.0
	>50 Tahun	3	15.0	15.0	100.0
Total		20	100.0	100.0	

**Figure 1.** Age Distribution of Research Respondents

The data collected were quantitative in nature and were analyzed statistically using SPSS Version 24.0 (IBM Corp., NY, USA). Statistical analyses performed included descriptive statistics, followed by tests of normality and homogeneity. A bivariate analysis was subsequently conducted to examine the relationship between the independent variables — workload and organizational support — and the dependent variable, employee performance. The selection of statistical tests was adjusted based on the results of the normality test. If the data were normally distributed, Pearson correlation was applied; if the data were not normally distributed, Spearman correlation was used.

**RESULTS AND DISCUSSION**

Based on the multiple linear regression analysis (Figure 2), it was found that neither workload nor organizational support had a statistically significant effect on employee performance. This is indicated by the significance values of each variable: workload ( $p = 0.875$ ) and organizational support ( $p = 0.158$ ), both of which exceed the threshold of 0.05. In terms of directionality, workload demonstrated a negative regression coefficient, indicating that an increase in workload tends to be associated with a decline in performance. Conversely, organizational support exhibited a positive coefficient, suggesting that higher levels of organizational support are associated with improved performance. However, neither relationship was statistically significant.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.741	2.054		2.795	.012
	TotalTLX	-.026	.161	-.043	-.160	.875
	TotalSPOS	.105	.071	.396	1.476	.158

a. Dependent Variable: PerformaKinerja

**Figure 2.** Results of the Multiple Linear Regression Analysis

		Unstandardized Residual
N		20
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	1.25772740
Most Extreme Differences	Absolute	.148
	Positive	.148
	Negative	-.138
Test Statistic		.148
Asymp. Sig. (2-tailed)		.200 <sup>c,d</sup>

a. Test distribution is Normal.  
 b. Calculated from data.  
 c. Lilliefors Significance Correction.  
 d. This is a lower bound of the true significance.

**Figure 3.** Results of the Normality Test

Based on the normality test results (Figure 3) using the Kolmogorov-Smirnov method, a significance value of 0.200 ( $p > 0.05$ ) was obtained, indicating that the residual data are normally distributed.

The findings of this study indicate that workload does not significantly affect employee performance. Although theoretically a high workload can reduce performance due to physical and mental fatigue, this effect was not statistically confirmed in the present study. This may be attributable to employees' adaptive capacity in responding to job demands, such that the existing workload remained within a tolerable range and did not directly impact performance. On the other hand, organizational support also failed to demonstrate a significant effect on performance. Conceptually, adequate organizational support should enhance employee motivation and commitment, ultimately contributing to improved performance. The non-significant result may be explained by several factors, including a relatively homogeneous distribution of employee perceptions regarding organizational support, or the potential influence of other variables more dominant in shaping performance, such as intrinsic motivation, leadership style, or the work environment.

When compared with prior findings by Septyadi & Auzar (2022), it is evident that organizational variables such as organizational culture and leadership style exert a significant influence on employee performance, whereas the work environment does not demonstrate a significant effect. This suggests that, within the context of BP Batam, normative and leadership-related factors tend to play a more dominant role in shaping performance than situational factors. In light of this, the present study's findings indicating that workload and organizational support are not statistically significant, may be interpreted as evidence that the variables examined have not fully captured the primary determinants of performance. In other words, employee performance within BP Batam is likely more strongly influenced by leadership style, organizational culture, and internal control mechanisms, rather than solely by workload pressures or perceived organizational support.

Substantively, these findings also suggest that employee performance within the General Affairs Bureau of BP Batam may be operating at a high baseline performance level, in which variations in workload and organizational support are not sufficiently extreme to produce a measurable impact on performance. In such a context, "hygiene" factors (such as workload and organizational support) tend to function primarily as stabilizers, whereas "motivator" factors (such as leadership, organizational culture, and intrinsic motivation) become the primary determinants of performance variation.

Furthermore, the relatively small sample size ( $N = 20$ ) may have affected the statistical power of the study, rendering actual existing relationships undetectable at a statistically significant level. Limited data variability may also have contributed to the absence of significant effects. Despite the lack of statistical significance, the direction of the relationships identified remains consistent with theoretical expectations: workload is negatively associated and organizational support is positively associated with performance. This suggests that both variables retain potential influence, though not sufficiently strong to be statistically demonstrated within the scope of the present study.

## CONCLUSION

This study analyzed the effect of workload and organizational support on the performance of employees in the General Bureau of BP Batam. The results indicate that, partially, neither workload nor organizational support had a significant effect on employee performance, although the directions of both relationships were consistent with theoretical predictions — negative for workload and positive for organizational support. These findings suggest that employees possess adequate adaptive capacity in managing their workload, and that other factors — such as intrinsic motivation, leadership, and work environment — may be more dominant determinants of performance.

From a methodological standpoint, the limited sample size ( $N = 20$ ) implies reduced statistical power, which may have prevented the detection of substantively meaningful effects. Accordingly, the findings of this study do not negate the theoretical relevance of either variable; rather, they underscore the need for future research with larger sample sizes. Overall, this study contributes to understanding the dynamics of employee performance within BP Batam. Future research is recommended to broaden the sample scope, incorporate mediating or moderating variables, and adopt a longitudinal research design to achieve a more comprehensive understanding of the factors shaping employee performance in special economic zone management institutions.

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