

The Role of Supervisory Support and Psychological Empowerment in Improving Human Resource Performance KPPBC Madya Customs Type A Semarang

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Abstract. *Based on the identified phenomena and research gaps, this study was conducted to address the issue of how to improve human resource (HR) performance through supervisory support with psychological empowerment as a mediating variable. This study aims to analyze the influence of supervisory support on psychological empowerment and HR performance, as well as the influence of psychological empowerment on HR performance. This study uses an explanatory research approach with the main variables being supervisory support, psychological empowerment, and HR performance. The study population included all HR at KPPBC Type Madya Pabean a Semarang, totaling 200 people, with a sample size of 160 respondents determined using a purposive sampling method based on the criteria of a minimum work period of five years and an age range of 20–25 years. Data collection was conducted through questionnaires using a semantic differential scale of 1–5, which is considered effective because it allows respondents to consider their answers more carefully. Data analysis was conducted using structural equation modeling based on Partial Least Square (PLS). The results of the study indicate that supervisory support has a positive and significant effect on psychological empowerment and HR performance, while psychological empowerment also has a positive and significant effect on HR performance. Although psychological empowerment is proven to be a significant mediator, the direct effect of supervisory support on HR performance (coefficient 0.330) is greater than the indirect effect through psychological empowerment (coefficient 0.264). This finding indicates that supervisory support has a stronger direct role in improving HR performance, while psychological empowerment strengthens this effect in the long term.*

Keywords: HR Performance; Supervisory Support; Supervisory Support.

1. Introduction

Human resource performance is crucial for maintaining organizational competitiveness in a constantly evolving, productivity-focused workplace (Van Den Broeck et al. 2021). It contains performance concepts, previous research on performance, and influencing factors based on studies, including supervisory support and psychological empowerment.

Supervisory support or support from superiors has been empirically proven to play a role in creating a conducive work environment, where superiors who provide support are able to increase the self-confidence, abilities and feelings of worth of employees.(Chan 2017)This support can take the form of attention to employee well-being, recognition of contributions, and involvement in resolving work-related issues. With support from superiors, employees feel emotionally and instrumentally supported, which encourages them to be more engaged in their work and exhibit strong loyalty to the organization.(Boakye et al. 2021).

Several previous studies on the influence of supervisory support on human resource (HR) performance have shown a significant relationship between the two.(Chan 2017; Rauf, Muhammad, and Bibi 2021). Most of these studies identified that support provided by superiors or supervisors can improve employee performance in various organizations.(Jensen and Solheim 2020). Research conducted by(Boakye et al. 2021) revealed that supervisors who provide consistent support and are responsive to employee needs can increase constructive feedback, recognition of achievements, and concern for employee well-being.(Msuya and Kumar 2022).Besides that,(Sekhar and Patwardhan 2023)In his research, he stated that supervisory support plays a crucial role in improving HR performance. When employees feel supported by their superiors, they are more motivated to actively engage in their tasks, ultimately increasing productivity and the quality of their work.(Grobela 2021).

Previous research on the role of supervisory support on HR performance remains controversial. Among these are the results of the study(Sekhar and Patwardhan 2023)stated that supervisory support has a significant positive influence on improving HR performance. This result contradicts the results showing that perceived organizational support has a positive but insignificant influence on employee performance.(Furnami 2020). Therefore, in this study, psychological empowerment is proposed as a mediator.

Psychological empowerment, also known as psychological empowerment, is considered an important component in increasing the desire to work.(Monje Amor et al. 2021). Workers feel greater control and influence over their work through psychological empowerment, which includes elements such as meaning, competence, autonomy, and impact. This empowerment makes them feel more capable and responsible for achieving organizational goals.(Llorente-Alonso, Garcia-Ael, and Topa 2024).

2. Research Methods

The type of research used is "explanatory research." The variables used are psychological empowerment, supervisory support, and HR performance.

Research data sources: a. Primary Data: Primary data is data obtained directly from research respondents. This data is based on a questionnaire distributed to respondents. Primary data is respondents' responses to research variables, including psychological empowerment, supervisory support, and HR performance. b. Secondary Data: Secondary data is data that has been processed by other people or institutions and published. This data is obtained from magazines, reports from related agencies, and existing literature, including: number of human resources, organizational structure, job descriptions, and so on.

3. Results and Discussion

3.1. The Influence of Supervisory Support on Psychological Empowerment

This study demonstrates that supervisory support has a positive and significant impact on psychological empowerment. This finding aligns with a meta-analysis conducted by Khalid and Rathore (2017), which demonstrated that supervisory support plays a crucial role in shaping positive work attitudes, enhancing productive work behaviors, and encouraging optimal performance. In this study, supervisory support was measured through four indicators: emotional support, appraisal support, informational support, and physical support.

These four indicators have been proven to strengthen the psychological empowerment dimension, which encompasses aspects of meaning, competence, self-determination, and impact. Emotional support helps employees feel more valued and motivated; appraisal support boosts self-confidence through constructive feedback; informational support provides clear direction for carrying out tasks; and physical support facilitates the availability of needed resources. The combination of these four aspects creates a conducive work environment, empowering employees to work more effectively, independently, and with a focus on achieving better performance.

The Supervisory Support variable showed the highest outer loading value for the assessment support indicator, while the Psychological Empowerment variable had the highest outer loading value for the meaning indicator. This finding indicates that the more optimal the assessment support provided by superiors, the higher the sense of meaning in work perceived by human resources. This means that fair, objective, and constructive assessments from superiors not only help employees understand the quality and results of their performance but also increase their sense of belonging, purpose, and meaning in the work they do. When employees feel recognized and appreciated through a transparent and targeted assessment process, their internal motivation will increase. This condition ultimately encourages the formation of stronger psychological empowerment, which has positive implications for commitment, innovation, and overall human resource performance.

The Supervisory Support variable shows that the indicator with the lowest outer loading value is emotional support, while the Psychological Empowerment variable has the lowest outer loading value is competence. These findings indicate that increasing emotional support from superiors plays a crucial role in improving employee competence. This means

that when superiors are able to provide good emotional support, such as empathy, understanding, and attention to employee conditions and needs, employees' self-confidence, motivation, and ability to develop their work skills will also increase.

Optimal emotional support creates a more comfortable and conducive work environment, encouraging employees to be more focused, take initiative, and innovate in completing their work. Thus, emotional support not only builds healthy interpersonal relationships but also significantly strengthens employee competency, supporting overall organizational performance.

3.2. The Influence of Supervisory Support on HR Performance

This study proves that supervisory support has a positive and significant effect on HR performance. Several other researchers also support these results that the better the leader's support, the better the HR performance (Chaidir et al. 2023; Dwi Pebrio and Mulyana 2024; Karlinda, Nadilla, and Sopali 2022; Qonita and Rojuaniah 2022; Tursanurohmad 2019; Umihastanti and Frianto 2022).

This study shows that supervisory support has a positive and significant impact on human resource performance. In this study, supervisory support was measured using four indicators: emotional support, appraisal support, informational support, and physical support. These four indicators have been shown to contribute to improving human resource performance, as measured by aspects of quality, quantity, timeliness, and teamwork.

The Supervisory Support variable shows that the indicator with the highest outer loading value is assessment support, while in the Human Resources Performance variable, the indicator with the highest outer loading value is quality. This finding indicates that the better the assessment support provided by superiors, the higher the quality of work produced by human resources. This means that appreciation, feedback, and objective and constructive assessments from superiors play a vital role in encouraging employees to work more carefully, professionally, and oriented towards the best results. Appropriate assessment support can also increase work motivation, strengthen the sense of responsibility, and encourage the development of relevant skills, thus positively impacting the quality of output produced by the organization as a whole.

The Supervisory Support variable showed that the indicator with the lowest outer loading was emotional support, while the HR Performance variable had the lowest outer loading was punctuality. These findings indicate that improving the quality of emotional support from superiors significantly contributes to timely work completion.

This means that when employees feel emotionally supported through attention, empathy, and good communication from their superiors, they will be more motivated, focused, and disciplined in carrying out their tasks, enabling them to complete work on time. Consistent emotional support also creates a positive work environment, fosters self-confidence, and strengthens employees' commitment to working more effectively and efficiently, ultimately improving overall organizational performance.

3.3. The Influence of Psychological Empowerment on HR Performance

This study demonstrates that psychological empowerment has a positive and significant impact on HR performance. As previous researchers have stated, psychological empowerment significantly impacts employee performance (Siyal et al. 2023).

Psychological Empowerment in this study is represented through four main indicators: meaning, competence, self-determination, and impact. These four aspects reflect the extent to which individuals feel they have a clear understanding of their work goals (meaning), master the skills and knowledge needed to carry out tasks (competence), have autonomy in decision-making (self-determination), and feel a real influence on the contributions made in their work (impact). The analysis results show that these four dimensions are significantly able to encourage improvements in human resource performance, as measured by indicators of quality, quantity, timeliness, and the ability to work together. In other words, psychological empowerment not only strengthens the confidence and self-confidence of human resources but also creates an intrinsic drive to work more effectively, efficiently, and collaboratively, thereby contributing to the achievement of optimal performance and supporting overall organizational productivity.

The Psychological Empowerment variable shows that the indicator with the highest outer loading value is meaning, while in the Human Resource Performance variable, the indicator with the highest outer loading value is quality. These results indicate that the greater the sense of meaning felt by human resources in their work, the higher the quality of the work produced. This means that when individuals understand and feel the importance of their roles and responsibilities in the organization, they will be more motivated to provide the best performance, work with full dedication, and strive to produce high-quality output. This condition confirms that the perception of meaning in work is one of the important factors that drives the productivity and professionalism of human resources, while strengthening their contribution to the achievement of organizational goals effectively and sustainably.

The Psychological Empowerment variable shows that the indicator with the lowest outer loading value is competence, while in the Human Resource Performance variable, the indicator with the lowest outer loading value is punctuality. This finding indicates that competence plays a significant role in influencing the timeliness of work completion. This means that the higher the level of competence possessed by human resources—whether in terms of knowledge, skills, or decision-making abilities—the more effective they are in managing time, setting priorities, and completing work according to predetermined targets. Increased competence allows employees to work in a more structured manner, adapt quickly to challenges, and minimize the potential for delays. This emphasizes the importance of continuous competency development, such as through training, mentoring, and increasing work experience, so that punctuality and efficiency in performance can be maintained and improved.

3.4. The mediating role of psychological empowerment in the influence of supervisory support on human resource performance

The mediating role of Psychological Empowerment in the relationship between Supervisory Support and HR performance indicates that supervisory support can improve employee performance both directly and indirectly through increased psychological empowerment. The analysis results show that this mediation effect is significant, with an indirect effect coefficient of 0.264. However, the direct effect coefficient of 0.330 is greater than the indirect effect.

These findings indicate that while psychological empowerment contributes to strengthening the influence of supervisory support, the direct effect of supervisory support on employee performance remains more dominant. In other words, support provided by superiors, such as guidance, direction, and work facilities, is directly more effective in increasing employee productivity and work quality. Meanwhile, psychological empowerment acts as an additional factor that strengthens employee self-confidence, sense of belonging, and motivation, thereby driving more sustainable performance improvements.

4. Conclusion

This study proves that supervisory support, psychological empowerment, and human resource performance are significantly interrelated in improving employee work effectiveness at KPPBC Type Madya Pabean A Semarang. The analysis results show that supervisory support has a positive effect both directly and indirectly on human resource performance, where the direct effect is more dominant. Psychological empowerment is proven to have a significant influence in driving human resource performance, while also acting as a mediator that strengthens the relationship between supervisory support and employee performance. Overall, these findings confirm that the combination of optimal supervisory support and strong psychological empowerment can encourage increased human resource performance, thus becoming an important strategy in effective and sustainable human resource management.

This research proves that: 1. Supervisory support has a positive and significant effect on psychological empowerment. 2. Supervisory support has a positive and significant impact on HR performance. 3. Psychological empowerment has a positive and significant effect on HR performance.

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