

Supervisory Support and Psychological Capital in Improving Employee Performance with Work Engagement as a Mediator

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Abstract. *This study aims to analyze the role of supervisory support and psychological capital in improving human resource (HR) performance with work engagement as a mediating variable. The research method used is explanatory research, with a study population of 203 employees at the Semarang Type A Customs and Excise Supervision and Service Office, all of whom were sampled through census techniques. Data collection was carried out using a questionnaire with a semantic differential scale of 1 to 5. Data were analyzed using SEM PLS statistical software. The results of the study indicate that supervisory support has a significant positive effect on work engagement and HR performance, psychological capital has a significant positive effect on work engagement and HR performance, and work engagement has a significant positive effect on HR performance. These findings indicate that effective supervisory support and strengthening employee psychological capital can improve work engagement and HR performance. This study provides practical implications for organizations to develop a balanced supervision strategy and create a work environment that supports the development of psychological capital in order to improve employee productivity and work quality.*

Keywords: *Human Resource Performance; Psychological Capital; Supervisory Support; Work Engagement.*

1. Introduction

The Directorate General of Customs and Excise is under and responsible to the Minister of Finance, led by the Director General of Customs and Excise. The Directorate General of Customs and Excise has the task of formulating and implementing policies in the field of supervision, law enforcement, services and facilitation, as well as optimizing state revenues in the field of customs and excise in accordance with the provisions of laws and regulations.

The Semarang Type A Customs and Excise Supervision and Service Office is an institution that plays a role in implementing customs and excise policies and supervision in the Semarang area. This institution is tasked with implementing regulations related to import and export services for companies receiving facilities in the form of Bonded Zones, Bonded Warehouses, Bonded Logistics Centers, KITE, KITE IKM and excise services for Tobacco Products, Ethyl Alcohol and Beverages Containing Ethyl Alcohol. As part of the Directorate General of Customs and Excise, this institution also supports government policies in combating illegal trade and ensuring security from the threat of dangerous goods that can enter the country. KPPBC Type Madya Pabean A Semarang continues to strive to improve the quality of its services through innovation and increasing employee capacity, so that it can answer the challenges that arise due to the dynamics of global trade and the needs of local communities.

However, there are new challenges faced by Type Madya Pabean A Semarang, namely weak supervision which is feared to reduce organizational performance and hinder operational efficiency and achievement of revenue targets. Support from top management or superiors is an important factor that determines the work motivation of human resources in a company or organization (Novitasari et al. 2021). Supervisory support is support from superiors to their employees in an organization to motivate, encourage and provide work assistance (Weigl et al. 2016). Employees who receive attention and motivation from their superiors will have better performance than employees who are not given much attention by their superiors (Beks and Doucet 2020). The term supervision has only emerged in the last three decades or so (Hasanah and Kristiawan 2019). Similar activities that used to be widely carried out were inspections, examinations, supervision or surveillance. In the context of schools as an educational organization, supervision is part of the administration and management process (Ristianey, Harapan, and Destiniar 2020). Supervision activities complement the administrative functions in schools as the last function, namely the assessment of all activities in achieving goals. With supervision, it will provide inspiration to work together to complete more work, faster time, easier methods, and better results than if done alone (Hafni 2020).

Supervision has a role in optimizing the responsibility of all programs. Supervision is related to all research efforts that focus on all aspects that are determining factors for success. By knowing the conditions of these aspects in detail and accurately, it can be known exactly what is needed to improve the quality of the organization concerned (Hiebler-Ragger et al. 2021). Another aspect besides Supervision is psychological capital. Psychological capital is considered a latent factor that explains hope, resilience, optimism, and success. Psychological capital focuses on efforts to increase a person's capacity including the process of developing oneself, expressing ideas, innovating and motivating oneself to achieve higher (Herdem 2019). Psychological capital is a development of positive psychological conditions that emphasize trust, hope, optimism, and resilience, so that it has a relationship with joy, control and impact on the environment according to the wishes and abilities of the employee or individual (Datu, King, and Valdez 2018). Psychological capital is manifested by the

characteristics of being sociable, flexible, responsive to suggestions/criticism; This will increase a person's resilience in receiving supervisory activities including inspections, examinations, supervision or monitoring (Paterson, Luthans, and Jeung 2014).

Job engagement is a crucial aspect in the public service sector, where service quality is highly dependent on employee dedication and motivation (Noviaristanti 2022). Job engagement refers to the extent to which employees feel emotionally and psychologically engaged with their work (Saleem et al. 2022). In the public service sector, job engagement is very important because employees who are actively engaged tend to provide better, more efficient, and more responsive services to community needs (Afifah and Satrya 2022). Employees who have high levels of job engagement usually show high levels of vigor, dedication, and absorption in their work (Bakker 2022). Vigor indicates the energy and enthusiasm that employees bring to their work. Dedication reflects the commitment and pride they feel towards their work. While absorption indicates the level of total engagement where employees are fully focused and immersed in their tasks. HR participation in participating in training/education and training during the period of January 2024 to August 2024 at KPPBC TMP A Semarang shows an interesting phenomenon from the total number of employees currently available of 203 people, but only some employees who participated in training/education and training can be seen in the table below:

No	Training Methods	Number of employees who attended training	Total Number of Employees	Percentage
1.	E-Learning	31	203	15.27
2.	Distance Learning	24	203	11.82
3.	Face to face	6	203	0.29

Table 1. Training/Education at KPPBC TMP A Semarang

Based on the table above, we can see that not all employees at KPPBC TMP A Semarang have participated in Training/Education in the period from January 1, 2024 to August 31, 2024. The type of training/education attended by employees is dominated by the E-Learning method as the main choice for competency development. Of the 61 HR who participated in various trainings, 31 people chose E-Learning, indicating that flexibility and accessibility are key factors in this preference. The Distance Learning (PJJ) method was also attended by 24 people, illustrating that this method remains relevant for specific training, especially in the field of customs and excise. Although the Classical Training was only attended by 6 HR, this face-to-

face training method is still important for technical materials such as investigations and intelligence. The training duration varies between 3 to 23 days, providing flexibility in scheduling, with a primary focus on the fields of customs, excise, and national logistics. This analysis illustrates a balanced learning strategy, with a clear preference for the online format, but still maintaining the value of face-to-face training for deeper technical needs.

2. Research Methods

The type of research used is "Explanatory Research" or research that is explanatory in nature. The variables used are the work fatigue variable as an exogenous variable and the variables Psychological capital, Work engagement, supervisory support and HR performance.

3. Results and Discussion

3.1. HR Performance

According to Mathis (2018) human resource (HR) performance is the achievement or work results, both in terms of quality and quantity, achieved by HR in a certain period of time according to the responsibilities given. Companies need employees as workers to improve quality products, because employees are important assets for the company (Sedarmayanti 2017). Therefore, many aspects need to be considered to improve their performance.

Hidayani (2016) defines HR performance as work performance or actual achievements achieved by a person. Meanwhile, (Simarmata et al. 2021) states that performance is what employees do or do not do. General indicators of employee performance include quantity of results, quality of results, timeliness of results, and ability to work together (Samsuni 2023). Simamora (2017) defines performance as the level of achievement of results for carrying out certain tasks.

Individual performance is the level of achievement or work results of a person from the targets that must be achieved or tasks that must be carried out within a certain period of time (Kadarisman 2012). Handoko (2012) added that performance is the result or level of success of a person as a whole during a certain period in carrying out tasks, compared to various possibilities such as work result standards, targets, goals, or criteria that have been previously determined and agreed upon together.

Several criteria for measuring employee performance individually, namely (Sudiro 2021):

1. Quality. Relating to the quality of work results, such as neatness and accuracy of work or the level of errors made by employees.

2. Quantity. Relating to the number of tasks to be completed or achieved.
3. Punctuality. Work results are completed according to the planned time.
4. Ability to Work Together. The employee's ability to work together with coworkers in carrying out assigned tasks.

Then, several indicators used to assess employee performance that were developed (Simamora 2017) include: (1) Quality of work results; (2) Amount of work completed; (3) Timeliness in completing tasks; (4) Effectiveness in using resources; and (5) Level of independence in carrying out work.

Based on the opinions of these experts, performance in this study individual performance is the level of achievement or work results of a person from the targets that must be achieved or tasks that must be carried out within a certain period of time. Then, the indicators used are quality, quantity, punctuality and ability to work together (Sudiro 2021) and the level of independence in carrying out work (Simamora 2017).

Table 3.1
Outer Loading Calculation Results of HR Performance Constructs

	Outer Loading
Quality	0.906
Quantity	0.867
Punctuality	0.858
Ability to Work Together	0.861
Independence	0.827

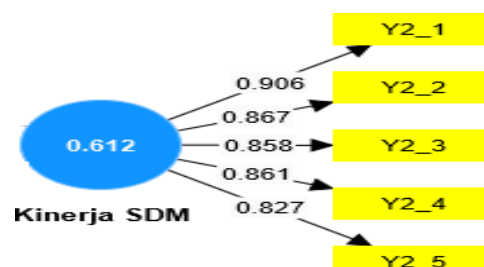


Figure 3.1 Outer Loading Value of HR Performance Construct

3.2. Work Engagement

Work engagement is a concept where employees have an emotional and cognitive attachment to their work, so that they work more enthusiastically (Gorgievski and Bakker 2010). Schaufeli (2011) defines work engagement as a positive condition related to work behavior, which includes the relationship between employees and their work, characterized by vigor, dedication, and absorption in work. In other words, employees who have a high level of engagement will direct all their energy and thoughts to their work, and work with high enthusiasm.

Albrecht, Green, and Marty (2021) stated that engagement means psychological presence when carrying out a role in an organization. Rothbard added that engagement involves two important components: attention and absorption (Gorgievski and Bakker 2010). Attention refers to cognitive ability and the amount of time spent thinking about their role in the organization, while absorption refers to the level of focus a person has on their role. Employees who are actively engaged in their work will have better cognitive abilities and a deeper understanding of their role (Kaur and Mittal 2020).

Engagement is a positive condition that is the opposite of burnout. Employees who feel engaged in their work will have better enthusiasm and relationship with work (Sonnentag 2008). Unlike workaholics, who see work as a necessity, engaged employees find their work enjoyable and enjoyable (Bakker 2022).

Schaufeli (Bakker and Demerouti 2008a) believes that engaged employees have self-efficacy that helps them provide positive feedback to themselves, such as self-reward and recognition. Xanthopoulou, et al. (Bakker and Demerouti 2008) also stated that self-efficacy is part of the personal resources that affect employee engagement. Employees with high levels of engagement usually have high self-efficacy, which makes them more optimistic and confident in doing their jobs (Kaur and Mittal 2020).

Bakker and Schaufeli (Bakker 2011) explained that work engagement is influenced by two main factors according to the JD-R model theory: job demand and job resources. Job demand includes physical, psychological, and social factors that require physical, cognitive, and emotional effort, which can decrease engagement levels through increased workload. Conversely, job resources help reduce workload, thereby increasing employee engagement. This involves cognitive and psychological processes that can affect employee performance and productivity (Bakker 2011).

From the various definitions, it can be concluded that work engagement is a condition in which employees have an attachment to their work, characterized by vigor, dedication, and absorption in work. The indicators used in this study are vigor, dedication, absorption by

(Bakker and Demerouti 2008a) and then added emotional involvement, cognitive involvement and physical involvement (Bakker 2022).

Table 3.2

Outer Loading Calculation Results of Work Engagement Construct

	Outer Loading
Spirit	0.907
Dedication	0.866
Absorption	0.901
Emotional involvement	0.852
Cognitive engagement	0.881
Physical involvement.	0.763

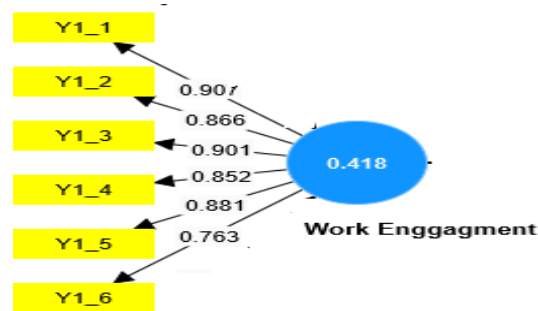


Figure 3.2 Outer Loading Value of Work Engagement Construct

1). The Role of Work Engagement on HR Performance

In testing hypothesis 5, it is proven that work engagement has a positive effect on HR performance if the work engagement capital is in good condition, then its performance will be higher. The results of this study support previous studies which revealed that employee engagement has a significant positive effect on employee performance (Ngwenya and Pelsaer 2020).

The Work engagement variable is reflected through six indicators, namely: indicators of Enthusiasm, Dedication, Absorption, Emotional involvement, Cognitive involvement, and Physical involvement. While the HR Performance variable is reflected through five indicators, namely indicators of Quality, Quantity, Punctuality, Ability to Work Together, and Independence.

The Work Engagement variable indicator with the highest loading value is Spirit, while the HR Performance variable indicator with the highest loading value is Quality. This finding shows that high Spirit in HR contributes significantly to increasing

Quality of work. This means that when HR has a great passion for work, they tend to produce higher quality output, both in terms of accuracy, consistency, and achievement of established work standards. This reflects the importance of building a work atmosphere that supports internal motivation so that HR can give their best performance. On the other hand, the Work Engagement variable indicator with the lowest loading value is Physical Involvement, while the HR Performance variable indicator with the lowest loading value is Independence. This finding shows that Physical Involvement has a positive influence on HR work Independence, although its contribution is not as large as other indicators. This means that although physical aspects such as presence or direct participation in the workplace are important, their influence on HR's ability to work independently is more limited.

From these results it can be interpreted that increasing Physical Involvement alone may not be enough to encourage independence, so it needs to be supported by other aspects such as developing individual abilities and providing greater trust from supervisors.

3.3. Psychological Capital

The concept of psychological capital combines human capital and social capital to gain competitive advantage (Luthans, Luthans, and Luthans 2004). Psychological capital is defined as a positive psychological thing possessed by each individual that is useful to help the individual to develop (Kim and Kweon 2020). Luthans stated that Psychological capital is characterized by: self-confidence to complete work (self-efficacy/confidence); having positive expectations about current and future success (optimism); being persistent in hoping to succeed (hope); and being steadfast in facing various problems (resiliency) (Luthans et al. 2006).

Psychological capital is a positive capacity of individuals that is renewable, complementary and can synergize with each other (Naidoo et al. 2013). Individuals with high psychological capital will be flexible and adaptive individuals to act with different capacities to meet demands dynamically (Naidoo et al. 2013). Psychological Capital is a construct created by Hope, Optimism, Resilience and Self-Efficacy as a dimension construct that has a significant positive relationship to employee job satisfaction (Britt et al. 2007; Luthans 2002).

Psychological capital or psychological capital is a development of a positive psychological state in individuals that is manifested in the characteristics of having the confidence to choose and submit the effort needed to succeed at challenging tasks (self-efficacy); making positive attributions about success in the present and future (optimism); being persistent in achieving

goals and, if necessary, changing the way to achieve goals in order to achieve success (hope), and; when hit by problems and difficulties, individuals can survive and bounce back and even go beyond their original state to achieve success (resilience) (Timo et al. 2016).

Psychological capital as an individual's psychological aspect that is related to a sense of joy and the ability to manipulate, control and impact the environment according to the employee's wishes and abilities, which is characterized by self-efficacy, optimism, hope and resilience (Bakker and Demerouti, 2008;).

Psychological capital indicators are self-efficacy/confidence, optimism, hope and resilience (Luthans 2002).

1. *self-efficacy/confidence* is the extent to which a person has confidence in his/her assessment of his/her own abilities and the extent to which a person can feel that there is a "possibility" of success.
2. *optimism*, is the belief in everything from a good and pleasant perspective and the attitude of always having good hopes in everything.
3. *hope* is the ability to plan a way out in an effort to achieve goals despite obstacles, and to make motivation a way to achieve goals.
4. *Resilience* is a person's capacity to respond healthily and productively when faced with adversity or trauma, which is important for managing the stress of everyday life.

In the Qur'an, the main psychological capital bestowed upon humans is gratitude. Gratitude becomes an important foundation in life, because by being grateful, humans are able to see the positive side of every life experience, both blessings and trials. In the Qur'an, gratitude is called *asy-syukr* which means words, actions, and attitudes of gratitude. The word gratitude is mentioned 75 times in the Qur'an. The following are some verses of the Qur'an that discuss gratitude:

1. Surah Ibrahim verse 7 which reads, "And (remember) when your Lord announced, "Indeed, if you are grateful, I will certainly increase (favours) to you, but if you deny (My favours), then My punishment will certainly be very heavy."
2. Surah Al-Baqarah verse 152 which says, "Remember Me, then I will remember you. Give thanks to Me and do not deny it."
3. Surah Al-Jasiah verse 65 which reads, "It is Allah who has subjected the sea to you so that ships may sail upon it by His command, that you may seek of His bounty and that you may

be grateful."

4. Surah Al-Qur'an verse 16:78 which reads, "And Allah brought you out of your mothers' wombs while not knowing anything and He made for you hearing, sight and conscience, so that you may be thankful."

So it can be concluded that Psychological capital is a psychological condition that someone has that is useful for strengthening self-achievement, developing and achieving success. Indicators of psychological capital are self-efficacy/confidence, optimism, hope and resilience (Luthans 2002) and gratitude.

Table 3.3
Outer Loading Calculation Results of Psychological Capital Construct

	<i>Outer Loading</i>
Self-efficacy/confidence	0.838
Optimism (optimism)	0.848
Hope (hope)	0.832
Resiliency	0.865
Gratitude (Gratitude)	0.704

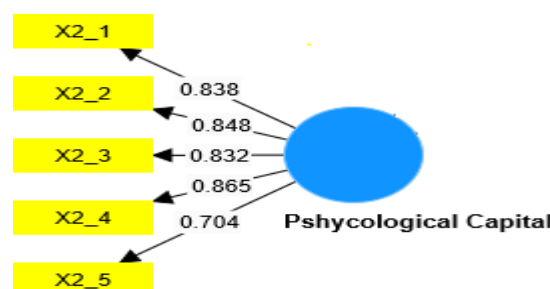


Figure 3.3. Outer Loading Value of Psychological Capital Construct

1). The Role of Psychological Capital in Work Engagement

In testing hypothesis 3, it is proven that Psychological Capital has a significant positive effect on HR Performance. Which means that the better the psychological capital of HR, the more engaged they will be with their work. The results of this study support previous research which revealed that work engagement has a positive and significant impact on work performance (Saleem et al. 2022).

The measurement of the Psychological Capital variable is reflected through five indicators, namely the Self-efficacy/confidence, Optimism, Hope, Resiliency, and Gratitude indicators,

while the Work engagement variable is reflected through six indicators, namely: the Enthusiasm, Dedication, Absorption, Emotional involvement, Cognitive involvement, and Physical involvement indicators.

The Psychological Capital variable indicator with the highest loading value is Resiliency, while the Work Engagement variable indicator with the highest loading value is Spirit. This finding shows that a high level of resilience in HR is correlated with increased work spirit. This means that HR who are able to face challenges and pressures with good resilience tend to have greater motivation to complete their tasks enthusiastically and energetically.

On the other hand, the Psychological Capital variable indicator with the lowest loading value is Gratitude, while the Work Engagement variable indicator with the lowest loading value is Physical Engagement. This finding indicates that despite its smaller contribution, gratitude still has a positive effect on HR physical engagement. This means that HR who are grateful for the opportunities and working conditions they have tend to show more active physical participation in carrying out their responsibilities.

These results together underscore the importance of developing resilience and gratitude as part of the psychological capital of human resources. Resilience can be a key driver for improving morale, while gratitude can help create better physical engagement, thus both contributing to improved overall work engagement.

2). The Role of Psychological Capital on HR Performance

In testing hypothesis 4, it is proven that Psychological Capital has a positive effect on HR Performance, which is when the psychological capital of human resources is in a high condition, then their performance will be even higher. The results of this study support previous studies which revealed that psychological capital has a positive effect on employee performance (Ali et al. 2022).

Measurement of Psychological Capital variables is reflected through five indicators, namely Self-efficacy/confidence, Optimism, Hope, Resiliency, and Gratitude. While the HR Performance variable is reflected through five indicators, namely Quality, Quantity, Punctuality, Ability to Work Together, and Independence.

The Psychological Capital variable indicator with the highest loading value is Resiliency, while the HR Performance variable indicator with the highest loading value is Quality. This finding reveals that high resilience in HR contributes significantly to improving work quality. In other words, HR who have the ability to recover from stress or challenges tend to be more able to produce high-quality work output, reflecting the close relationship between psychological resilience and professional performance.

Meanwhile, the Psychological Capital variable indicator with the lowest loading value is Gratitude, while the HR Performance variable indicator with the lowest loading value is Independence. This finding shows that gratitude has a positive influence on HR work independence. This means that when HR is able to appreciate the situation or resources they have, they tend to be more independent in making decisions and carrying out tasks without excessive dependence.

Overall, these results illustrate that psychological aspects such as resilience and gratitude play an important role in supporting various dimensions of HR performance. Resilience is the main foundation for improving work quality, while gratitude helps build independence, which ultimately strengthens HR's ability to face challenges in the workplace.

3.3.1. Supervisory Support

Supervision is a term that is often used as an equivalent to the word supervision, in the implementation of supervision activities, it is not about finding mistakes but rather contains more elements of coaching, so that the conditions of the work being supervised can be identified for their shortcomings (not just their mistakes) in order to be able to correct the parts that need to be fixed (Beks and Doucet 2020).

The implementation of supervision needs to pay attention to several things including supervision techniques, supervision principles, routine supervisor activities required in the supervision process and the supervision model used (Weaver 2020). Supervision techniques are basically identical to resolution techniques, to carry out supervision there are two technical things that need to be considered 1) Direct Supervision: the supervisor can be directly involved so that the process of direction and giving instructions becomes more optimal. 2) Indirect Supervision This supervision is carried out through reports, both written and oral (Dounavi, Fennell, and Early 2019).

The principles of supervision include: 1) Scientific, based on objective data. 2) Democratic, assistance given to employees based on close human relations and warmth. 3) Cooperation, developing joint efforts or the term in supervision "sharing of ideas, sharing of experiences", providing support/encouragement, simulating employees so that they feel they are growing together. 4) Constructive and creative, developing the potential for creativity if a supervisor's supervision is able to create a pleasant working atmosphere (Robbins and Judge 2007).

Supervisory Support means that managers provide emotional and instrumental support to employees in balancing work and family responsibilities (Achour et al. 2017). Management support can be defined as employees' perceptions of the value contributed by the organization and the extent to which the organization cares about its own employee well-being (Aselage and Eisenberger 2003). Supervisor social support involves four important

psychosocial aspects, namely, emotional support (appreciation, trust, influence, attention and listening), appraisal support (affirmation, feedback, social comparison), information support (advice, suggestions, direction), information and physical support (assistance in the form of goods, money, energy, time and environmental modification) (Achour et al. 2017).

Supervisor support indicators according to Chen (2003) include: 1) supervisor participation in explaining performance expectations after training, 2) identifying opportunities to apply new skills and knowledge, 3) setting realistic goals based on training results, 4) working with individuals in dealing with difficulties when applying new skills, and 5) providing feedback when individuals successfully apply the new skills. Meanwhile, the indicators according to Anchour are emotional support, assessment support, information support and physical support (Achour et al. 2017)

Supervisory support is a leader's support to raise the work spirit of human resources which is manifested in the functions of coaching, mentoring and control so that the implementation of work can be completed more optimally. The indicators used in this study are emotional support, assessment support, information support and physical support (Achour et al. 2017) which are described as follows:

1. emotional support is manifested in appreciation, trust, influence, attention, and listening,
2. assessment support is manifested in the form of affirmation, feedback, social comparison,
3. information support is manifested in the provision of advice, suggestions, direction and information,
4. Physical support is realized in the form of assistance in the form of goods, money, energy, time and environmental modifications.
5. supportlearning that is manifested in identifying opportunities to apply new skills and knowledge

Table 3.3.1

Outer Loading Calculation Results of Supervisory Support Construction

	<i>Outer Loading</i>
Emotional support	0.760
Assessment support	0.850
Information support	0.809
Physical support	0.785
Learning support.	0.775

1). The Role of Supervisory Support in Work Engagement

Hypothesis 1 testing shows that Supervisory Support has a significant positive effect on HR Performance. This indicates that the better the supervisory support provided, the higher the employee work engagement. In other words, HR who receive optimal support from their supervisors tend to have a higher level of work engagement. This finding is in line with previous research, which states that interpersonal support and support from superiors have a positive relationship with employee engagement (Boakye et al., 2021).

The measurement of the Supervisory Support variable in this study is reflected through five indicators, namely: Emotional support, Assessment support, Information support, Physical support, and Learning support. While the Work engagement variable is reflected through six indicators, namely: indicators of Enthusiasm, Dedication, Absorption, Emotional involvement, Cognitive involvement, and Physical involvement.

The Supervisory Support variable indicator with the highest loading value is Assessment Support, while the Work Engagement variable indicator with the highest loading value is Enthusiasm. The correlation between these two indicators shows that the better the Assessment Support provided by the supervisor, the higher the HR Enthusiasm in working. This means that supervisors who provide quality feedback and constructive assessments are able to encourage employee motivation and enthusiasm to give their best performance.

On the other hand, the Supervisory Support variable indicator with the lowest loading value is Emotional Support, while the Work Engagement variable indicator with the lowest loading value is Physical Engagement. The correlation between these two indicators shows that even though the value is low, better Emotional Support from supervisors still contributes to increasing HR Physical Engagement in work. This means that supervisors' attention to employees' emotional conditions, such as providing psychological support or listening to their concerns, can increase employees' physical participation in work activities, which is important for creating a more productive and harmonious work environment.

These findings highlight the importance of a balanced supervision approach, which not only focuses on the performance appraisal aspect but also pays attention to the emotional well-being of employees. The combination of both has the potential to produce optimal work engagement and support the sustainability of HR performance.

2). The Role of Supervisory Support on HR Performance

In testing hypothesis 2, it is proven that Supervisory Support has a significant positive effect on HR Performance, which means that when supervisory support is in good condition, it will

improve HR performance. The results of this study support previous research which revealed that support from superiors has a positive effect on work performance (Zeb et al. 2023).

Supervisory Support variable measurement is reflected through five indicators, namely: Emotional support, Assessment support, Information support, Physical support, and Learning support. While HR Performance is reflected through five indicators, namely Quality, Quantity, Punctuality, Ability to Work Together, and Independence.

The Supervisory Support variable indicator with the highest loading value is Assessment Support, while the HR Performance variable indicator with the highest loading value is Quality. This finding indicates that support in the form of constructive evaluation from leaders plays a significant role in improving the quality of HR work results. In other words, when leaders provide clear, directed, and development-oriented feedback, HR can better understand the expected work standards, improve performance, and achieve more optimal results.

On the other hand, the Supervisory Support variable indicator with the lowest loading value is Emotional Support, while the HR Performance variable indicator with the lowest loading value is Independence. This finding shows that even though its contribution is smaller, emotional support from leaders still plays a role in encouraging HR work independence. In other words, when leaders are able to provide empathy, attention, and moral support, this can help HR feel more confident to take the initiative, manage tasks independently, and face work challenges without excessive dependence.

The implications of these results emphasize the importance of a balanced supervision approach. Leaders need to focus not only on constructive performance appraisals to improve the quality of work results, but also provide emotional support to encourage HR independence and adaptability in various work situations. The combination of both will create a productive work environment while supporting individual development.

4. Conclusion

Based on the phenomenon and research gap related to the role of supervisory support on HR performance, the formulation of the problem in this study is "How is the role of supervisory support and psychological capital in improving HR performance with work engagement as a mediator?". Then the answers to the research questions that arise in this study are as follows: Supervisory Support has a significant positive influence on Work Engagement and HR Performance. Supervisory Support has a significant positive influence on Work Engagement and HR Performance, Psychological Capital is also proven to have a significant positive influence on Work Engagement, Psychological Capital is also proven to have a significant

positive influence on HR Performance, Work Engagement has a significant positive influence on HR Performance

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