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# The Effect of Workplace Social Support (Supervisor and Co-Worker Support) on Job Performance with Work Engagement as a Mediator (A Study of LPSE UO Operators of the TNI Headquarters)

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**Abstract:** This study aims to analyze the direct influence between supervisor support and job performance on LPSE operators of UO Mabes TNI Work Unit, and to analyze the direct influence between co-worker support and job performance on LPSE operators of UO Mabes TNI Work Unit. This study also aims to analyze the direct influence between supervisor support and work engagement on LPSE operators of UO Mabes TNI Work Unit, and the direct influence between co-worker support and work engagement on LPSE operators of UO Mabes TNI Work Unit. In addition, this study aims to analyze the direct influence of work engagement on job performance on LPSE operators of UO Mabes TNI Work Unit. Another objective is to analyze the indirect influence between supervisor support and job performance mediated by work engagement on LPSE operators of UO Mabes TNI Work Unit, and to analyze the indirect influence between co-worker support and job performance mediated by work engagement on LPSE operators of UO Mabes TNI Work Unit. This study adopts a positivist paradigm that focuses on finding the truth through an empirical and measurable approach, with an ontological view of realism that believes that reality can be expressed with clear evidence and can be tested scientifically. The methodology used is mixed methods, which combines quantitative and qualitative approaches to obtain more comprehensive and valid data. This study adopts an explanatory research type to explain the causal relationship between the variables studied and test existing theories. Based on this study, it is concluded that the results of the research data analysis show several important findings. First, there is no direct influence between support from superiors (supervisor support) and job performance on LPSE operators in the UO Mabes TNI Work Unit environment. Likewise, there is no direct influence between co-worker support and job performance on the same LPSE operators. However, support from superiors is proven to have a direct influence on the work engagement of LPSE operators, as well as support from co-workers which has a direct effect on the level of work engagement. In addition, it was found that work engagement has a significant direct effect on the job performance of LPSE operators. Furthermore, the results of the study also showed an indirect effect between support from superiors on job performance mediated by work engagement. The same thing was also found in co-worker support, which has an indirect effect on job performance, with work engagement as the mediator.

**Keywords:** Workplace Social Support, Job Performance, Work Engagement.

## INTRODUCTION

Bureaucratic reform (RB) is a government effort to create a more effective and efficient system, so that bureaucracy becomes faster and easier, as expressed by Prabandari (2020). RB aims to create government agencies with good governance, which is the key to national development. The quality of governance has a major impact on the success of development programs (2020). This reform, based on Presidential Regulation No. 81 of 2020, has entered a strengthening stage which is expected to produce quality public services and more effective governance, which covers all government agencies, including the TNI. Optimizing the role and improving administration within the TNI can be achieved through bureaucratic reform, which is carried out gradually, constitutionally, and sustainably in the fields of public administration, economy, socio-culture, and defense to achieve good governance (Rusfiana & Supriatna, 2021). One important step in this reform is the implementation of an electronic goods/services procurement system (SPSE), which aims to increase transparency, efficiency, and accountability in procurement. Based on Law No. 16 of 2018, SPSE supports the monitoring, auditing, and increasing access to information processes to realize clean and good governance.

The implementation of SPSE in the TNI is expected to create more efficient and transparent procurement. In line with Presidential Regulation No. 54 of 2010, SPSE reduces inefficient face-to-face meetings in the procurement process. The TNI Procurement Center (Pusada TNI) has a role to ensure the readiness of all TNI ranks in implementing SPSE, by providing technical guidance (Bimtek) for SPSE operators in TNI units. Although technology is commonly used, changing this system still requires time and adjustment, especially for soldiers who were previously not equipped with special skills in using technology.

Based on research, many SPSE operators in the TNI are ordinary soldiers who have not been equipped with specific skills in operating the system. Most of them were chosen because of their ability to operate computers and their willingness to learn SPSE. However, a big challenge is their readiness to face procurement tasks, which affect the performance of work units at the TNI Headquarters. In addition, operators are also anxious about the potential for errors that can affect the performance of work units and their careers.

In facing these challenges, the TNI needs to manage human resources (HR) well to ensure that operator performance remains optimal. According to Bakker and Schaufeli (2008), competitive advantages are obtained through good human capital management. Organizations that have inspired HR and have high work engagement tend to have better performance. Work engagement itself, according to Schaufeli and Bakker (2003), is a positive emotional attachment to work, which is reflected in dedication, enthusiasm (vigor), and absorption in work (absorption). Increasing work engagement can improve job performance, as found by Nasurdin et al. (2018) and Talebzadeh & Karatepe (2020), and is influenced by support from superiors and coworkers. Social support in the workplace can increase a person's work engagement and performance (Bakker & Demerouti, 2007). Research by Rafiudin (2020) shows that co-worker support plays a role in increasing work passion, which will have an impact on performance.

TNI, which prioritizes discipline and dedication, requires personnel with high work engagement to support its duties. Therefore, Pusada TNI must ensure that SPSE operators in each work unit receive sufficient training and support from their superiors. Social support, both from supervisors and co-workers, plays an important role in improving work engagement and ultimately, the performance of operators in carrying out their duties.

In the context of TNI, although there are challenges in implementing SPSE, ensuring operator readiness and skills is key to improving procurement performance. This is in

accordance with the principles of TNI leadership which emphasize the importance of providing examples and support for members to develop and excel. Based on this background, the researcher is interested in examining the workplace social support variable as a factor that influences job performance with work engagement as a mediator in LPSE Operators of UO Mabes TNI Work Units.

Based on the formulation of the problem that has been described previously, the purpose of this study is to analyze the direct influence between supervisor support and job performance in LPSE operators of UO Mabes TNI Work Units, as well as to analyze the direct influence between co-worker support and job performance in LPSE operators of UO Mabes TNI Work Units. This study also aims to analyze the direct influence between supervisor support and work engagement on LPSE operators of UO Mabes TNI Work Units, as well as the direct influence between co-worker support and work engagement on LPSE operators of UO Mabes TNI Work Units. In addition, this study aims to analyze the direct influence of work engagement on job performance on LPSE operators of UO Mabes TNI Work Units. Another objective is to analyze the indirect influence between supervisor support and job performance mediated by work engagement on LPSE operators of UO Mabes TNI Work Units, and to analyze the indirect influence between co-worker support and job performance mediated by work engagement on LPSE operators of UO Mabes TNI Work Units.

## METHODS

This study adopts a positivist paradigm that focuses on seeking truth through an empirical and measurable approach, with an ontological view of realism that believes that reality can be expressed with clear evidence and can be tested scientifically. The main objective of this study is to predict and control phenomena related to humans and their interactions in the work environment. The methodology used is mixed methods, which combines quantitative and qualitative approaches to obtain more comprehensive and valid data. This study adopts an explanatory research type to explain the causal relationship between the variables studied and test existing theories.

Sequential mixed methods with an explanatory approach is the strategy used; quantitative data is first gathered via a questionnaire survey, and then qualitative data is gathered to offer a more thorough explanation. Quantitative data is used to test hypotheses and describe the phenomena studied, while qualitative data provides a deeper understanding of the quantitative findings and additional context.

The variables used in this study include independent, dependent, and mediator variables. The independent variable (X) is workplace social support, which consists of support from co-workers (co-worker support) and superiors (supervisor support). The dependent variable (Y) is job performance, which includes aspects of individual performance in the workplace. The mediator variable (Z) is work engagement, which is expected to mediate the effect of social support on work performance, providing an understanding of how such support increases work engagement and, in turn, improves individual performance.

This study took subjects from LPSE operators in each Satker UO Mabes TNI with a total of around 100 people. The sampling technique used was convenience sampling, which was selected based on ease of access and availability of relevant subjects. This study aims to obtain between 30 and 100 samples for quantitative analysis using PLS-SEM, which is suitable for the sample size. For qualitative analysis, 10 subjects were randomly selected to explore their experiences related to the variables studied.

Data were collected through an online survey using a closed questionnaire for quantitative data and an open questionnaire for qualitative data. The quantitative questionnaire focused on attitudes, behaviors, and beliefs related to work and social support in the workplace. The open questionnaire explored more in-depth views from research subjects regarding their

experiences related to social support and work performance. The instruments used include scales that have proven validity and reliability, such as the Individual Workplace Performance Questionnaire (IWPQ) to measure work performance, as well as modified scales to measure support from superiors and coworkers. Work Engagement was measured using the Utrecht Work Engagement Scale-9 (UWES-9).

Quantitative data analysis was conducted using PLS-SEM, which has advantages in analyzing complex models with small samples and non-normally distributed data. PLS-SEM allows testing the relationship between variables and predicting the effect of independent variables on dependent variables by taking into account mediator variables. Testing the outer model for the validity and reliability of the indicators, the inner model for the significance of the effect between variables, and the goodness of fit for the model's viability are all steps in the model testing process.

With a combination of quantitative and qualitative approaches, this study aims to provide a more complete picture of the effect of social support on work performance through work engagement as a mediator.

## RESULTS AND DISCUSSION

### Research Results

### Validity and Reliability Test of Measuring Instruments

The research instrument or scale must first be tested to measure and determine its validity and reliability. Validity and reliability testing is intended to determine which items can be considered valid and reliable so as to produce good measurements. The validity and reliability test of the items will later use IBM SPSS Statistics version 27.0 for Windows.

**a. Validity Test**

The degree to which items in a measuring device can measure the desired variable is known as validity (Creswell & Creswell, 2018). In quantitative research, there are three different kinds of validity: construct validity, predictive validity, and content validity. Content validity relates to how well the items in a scale measure the intended variable. Predictive validity measures the ability of the values obtained to predict the criteria being measured. Construct validity measures the extent to which the items measure the construct or concept hypothesized in the study.

The content validity test and the object validity test are the two phases of the item validity test. The degree to which test items accurately reflect the overall elements of the topic being tested is assessed by a content validity test. This test can be conducted with rational analysis by experts, such as supervisors and examiners. Meanwhile, item validity test measures the accuracy of items in measuring the intended variables, using item discrimination power, which indicates the extent to which items can differentiate one individual from another. Item discrimination power is seen from the total item correlation coefficient (Corrected Item-Total Correlation), which is calculated by correlating the score of each item with the total score and correcting for correlations that are too high (Priyatno, 2012b).

An item is considered valid if the item-total correlation coefficient value ($ri(x-1)) \geq 0.30$ at a significance level of 0.05 (Sedgwick, 2013). However, Sedgwick emphasized that the minimum value limit can vary depending on the scale user. This study uses an item-total correlation coefficient value $\geq 0.30$ at a significance level of 0.05.

To test the construct validity, this study used bivariate Pearson correlations (product moment correlation) with the help of the IBM SPSS version 27 program, and used 77 samples. This test was conducted on the scales of job performance, work engagement, and workplace support (co-worker support and supervisor support). The results of the construct validity test on these four measuring instruments are presented in the study.

**Table 1. Validity of Research Measuring Instruments**

| Variable | Number of Items | Correlation Coefficient (Lowest - Highest Value) | Category |
|---|---|---|---|
| *Job Performance* | 16 | 0,459** – 0,760** | Valid |
| *Work Engagement* | 9 | 0,685** – 0,806** | Valid |
| *Supervisor Support* | 5 | 0,556** – 0,907** | Valid |
| *Co-worker Support* | 5 | 0,762** – 0,815** | Valid |

** Correlation is significant at the 0.01 level (2-tailed).
* Correlation is significant at the 0.05 level (2-tailed).

## b. Reliability Test

The reliability of a measuring instrument refers to the consistency or constancy of the measurement results (Creswell & Creswell, 2018). In instruments with many items, internal consistency is an important aspect, which means that the measurement results must be consistent and reliable. If a measuring instrument can produce consistent and consistent results, then the measuring instrument can be considered reliable.

Reliability is analyzed using two statistical techniques: reliability coefficient (rxx) and standard error of measurement (Se). The reliability coefficient ranges from 0 to 1, with a value of 0.7 to 0.9 considered optimal (Creswell & Creswell, 2018). Reliability testing is carried out using the Cronbach's alpha formula, which divides items into several parts with the same number of items, to ensure the reliability of the instrument by avoiding potential problems that occur in reliability testing.

Reliability testing of the measuring instrument used in this study was conducted on subjects, namely 77 TNI soldiers who served as LPSE Operators with the help of the IBM SPSS version 27 for Windows program, the following results were obtained:

**Table 2. Reliability of Measuring Instruments**

| Variables | Number of Items | Alpha Cronbach Coefficient | Reliability Category |
|---|---|---|---|
| Job Performance | 18 | 0,895 | Optimal |
| Work Engagement | 9 | 0,883 | Optimal |
| Supervisor Support | 5 | 0,836 | Optimal |
| Co-worker Support | 5 | 0,840 | Optimal |

## Descriptive Data Analysis Results

**Table 3. Descriptive Data Analysis Results**

| Variables | Number of Items | Lowest Score | Highest Score | Hypothetical | | Empirical | |
|---|---|---|---|---|---|---|---|
| | | | | Mean | SD | Mean | SD |
| Co-worker Support | 5 | 19 | 30 | 17,5 | 4,17 | 26.16 | 3.18 |
| Supervisor Support | 5 | 13 | 30 | 17,5 | 4,17 | 26.29 | 2.59 |
| Work Engagement | 9 | 9 | 54 | 31,5 | 7,5 | 46.39 | 4.65 |
| Job Performance | 18 | 38 | 108 | 62 | 15,3 | 91.57 | 9.86 |

Based on table 3, it is known that the workplace social support scale has 10 items consisting of two dimensions, namely co-worker support and supervisor support. Each dimension has 5 items. In the co-worker support dimension, the lowest score is 19 and the highest score is 30 with a hypothetical mean of 17.5 and a standard deviation of 4.17, while the empirical mean is 26.16 and a standard deviation of 3.18. In the supervisor support dimension, the lowest score is 13 and the highest is 30 with a hypothetical mean of 17.5 and a standard

deviation of 4.17, while the empirical mean produced in the study is 26.29 with a standard deviation of 2.59. Furthermore, the work engagement scale is known to have a total of 9 items with the lowest score of 9 and the highest of 54. The hypothetical mean on the work engagement scale is 31.5 with a standard deviation of 7.5. Meanwhile, the empirical mean is 46.39 and the standard deviation is 4.65. On the last scale, namely job performance, there are 18 items with the lowest score of 38 and the highest of 108. The hypothetical mean is 62 with a standard deviation of 15.3. Meanwhile, the empirical mean of the research data is 91.57 with a standard deviation of 9.86.

## Categorization of Research Results

The purpose of categorizing research results is to place individuals into hierarchical groups based on the attributes measured (Sedwick, 2013).

**Table 4. Formulas and Categories of Research Data Results**

| Category | Formula |
|---|---|
| Very Low | $X \leq M - 1{,}5SD$ |
| Low | $M - 1{,}5SD < X \leq M - 0{,}5SD$ |
| Currently | $M - 0{,}5SD < X \leq M + 0{,}5SD$ |
| Tall | $M + 0{,}5SD < X \leq M + 1{,}5SD$ |
| Very high | $M + 1{,}5SD < X$ |

Description: X = Research Subject Score
M = Hypothetical Mean
SD = Hypothetical Standard Deviation

The division of research subject value categories is divided into five categories, namely very low, low, medium, high and very high. The process of categorizing research results uses the help of the SPSS 27 for Windows program. All of these norms are set for all variables in the study. The following are the categorization results for each dimension of each research variable:

### a. Job Performance

**Table 5. Categorization of Job Performance Research Results**

| Category | Number of Subjects | Percentage |
|---|---|---|
| Very Low | 0 | 0% |
| Low | 0 | 0% |
| Medium | 1 | 1,3% |
| High | 15 | 19,5% |
| Very High | 61 | 79,2% |
| Total | 77 | 100% |

Based on the table above, it is known that 79.2% of subjects have job performance in the very high category, while 19.5% have job performance in the high category and 1.3% in the moderate job performance category.

### b. Supervisor Support

**Table 6. Categorization of Research Results Supervisor Support**

| Category | Number of Subjects | Percentage |
|---|---|---|
| Very Low | 4 | 5.2% |
| Low | 1 | 1.3% |
| Medium | 2 | 2.6% |

| | | |
|---|---|---|
| High | 8 | 10.4% |
| Very High | 62 | 80.5% |
| Total | 77 | 100% |

The table above shows the range of supervisor support categorization felt by the research subjects. As many as 5.2% perceived their supervisor support in the very low category. Then 1.3% perceived their supervisor support in the low category. While 2.6% perceived their supervisor support category in the medium category. Furthermore, as many as 10.4% of research subjects perceived their supervisor support in the high category and 62 subjects or 80.5% perceived their supervisor support in the very high category.

### c. Co-worker Support

**Table 7. Categorization of Co-worker Support Research Results**

| Category | Number of Subjects | Percentage |
|---|---|---|
| Very Low | 7 | 9.1% |
| Low | 0 | 0% |
| Medium | 1 | 1.3% |
| High | 6 | 7.8% |
| Very High | 63 | 81.8% |
| Total | 100 | 100% |

Based on the table above, it shows the range of categorization of co-worker support felt by the research subjects. As many as 9.1% perceive their co-worker support in the very low category. While 1.3% perceive their co-worker support category in the medium category. Furthermore, as many as 7.8% of research subjects perceive their co-worker support in the high category and 63 subjects or 81.8% perceive their co-worker support in the very high category.

### d. Work Engagement

**Table 8. Categorization of Work Engagement Research Results**

| Category | Number of Subjects | Percentage |
|---|---|---|
| Very Low | 0 | 0% |
| Low | 0 | 0% |
| Medium | 0 | 0% |
| High | 18 | 23.4% |
| Very High | 59 | 76.6% |
| Total | 77 | 100% |

Based on the table above, it is known that 76.6% of subjects have work engagement in their jobs in the very high category, while the other 23.4% have work engagement in the high category.

## Partial Least Square (PLS) Analysis

### a. Measurement Model Analysis (Outer Model)

The measurement model analysis (outer model) shows how variables can measure what is to be measured (Ghozali, 2015). The purpose of the outer model analysis measurement is to ensure that the measurements used are valid and reliable. There are five things analyzed in the measurement model analysis, namely convergent validity, model fit, discriminant validity, average variance extracted, and composite reliability.

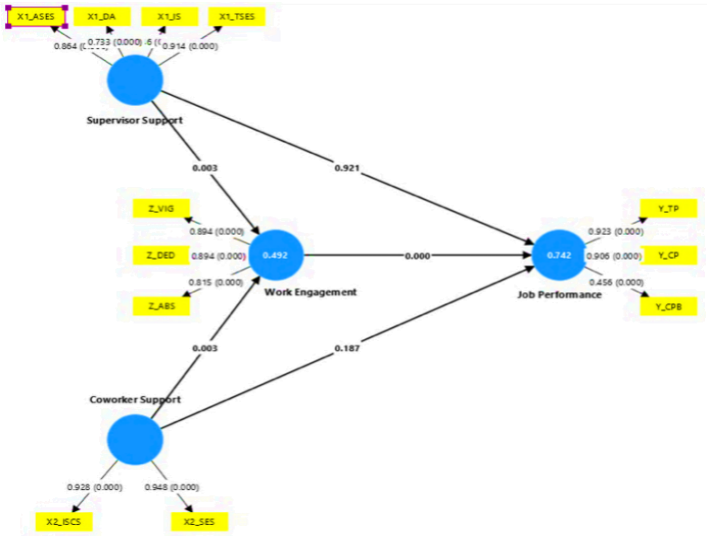



**Figure 1. Measurement Model Analysis (Outer Model)**

## 1. Convergent Validity

Analysis of convergent validity is measured using the outer loading value. The measurement scale must have an outer loading value greater than 0.70 (>0.70). However, a value of 0.5 - 0.6 can still be considered sufficient to be maintained, while if the value is below 0.5, the item or construct indicator must be replaced or discarded (Chin, 1998). The following are the outer loading values of each variable in the study:

**Table 9. Outer Loading Values of Each Research Variable**

| Variables | Indicator | Outer Loading Value | Information |
|---|---|---|---|
| Supervisor Support | Instrumental Support (IS) | 0,846 | Valid |
| | 'Attentive' Socio-Emotional Support (ASES) | 0,864 | Valid |
| | 'Tolerant' Socio-Emotional Support (TSES) | 0,914 | Valid |
| | Demanding-Authoritarian (DA) | 0,733 | Valid |
| Co-worker Support | Instrumental Support (ISCS) | 0,928 | Valid |
| | Socio-Emotional Support (SES) | 0,948 | Valid |
| Work Engagement | Vigor (VI) | 0,894 | Valid |
| | Dedication (DE) | 0,894 | Valid |
| | Absorption (AB) | 0,815 | Valid |
| Job Performance | Task Performance (TP) | 0,923 | Valid |
| | Contextual Performance (CP) | 0,906 | Valid |
| | Counterproductive Behavior (CPB) | 0,456 | Invalid |

Based on the results of the convergent validity analysis above, it can be seen that almost all outer loading values of each variable are >0.70, which means they are valid for measuring their latent variables, except for the outer loading value of the observed counterproductive behavior (CPB) variable on the dependent variable Job performance which gets a value of 0.456 (<0.50). So the CPB variable can be said to be invalid for measuring the dependent variable job performance and must be removed before proceeding to the next analysis stage. The following are the outer loading values of each variable after the CPB indicator is removed:

**Table 10. Outer Loading Values After CPB is Removed**

| Variables | Indicator | Outer Loading Value | Information |
|---|---|---|---|
| Supervisor Support | Instrumental Support (IS) | 0,849 | Valid |

| | | | |
|---|---|---|---|
| | 'Attentive' Socio-Emotional Support (ASES) | 0,864 | Valid |
| | 'Tolerant' Socio-Emotional Support (TSES) | 0,916 | Valid |
| | Demanding-Authoritarian (DA) | 0,727 | Valid |
| Co-worker Support | Instrumental Support (ISCS) | 0,928 | Valid |
| | Socio-Emotional Support (SES) | 0,948 | Valid |
| Work Engagement | Vigor (VI) | 0,890 | Valid |
| | Dedication (DE) | 0,894 | Valid |
| | Absorption (AB) | 0,820 | Valid |
| Job Performance | Task Performance (TP) | 0,938 | Valid |
| | Contextual Performance (CP) | 0,941 | Valid |

All of the variables in this study have an outer loading value above 0.70 after the CPB indicator is eliminated, as shown in the above table. This indicates that all of the indicators in this study have satisfied the convergent validity value requirements and are approved for use in the following analysis stage.

## 2. Model Fit

**Table 11. SRMR Model Fit Value**

| | Saturated Model | Estimated Model |
|---|---|---|
| SRMR | 0,072 | **0,072** |
| D_ULS | 0,342 | 0,342 |
| D_G | 0,313 | 0,313 |
| Chi-Square | 148,674 | 148,674 |
| NFI | 0,769 | 0,769 |

The results above show that the SRMR value found is 0.072 (<0.1). Therefore, the value is smaller than 0.100, the model is considered fit and can be continued to the next analysis.

## 3. Discriminant Validity

**Table 12. Cross Loading Value of Each Research Variable**

| Indicator | Co-worker Support | Supervisor Support | Work Engagement | Job Performance |
|---|---|---|---|---|
| 'Attentive' Socio-Emotional Support (ASES) | 0,524 | 0,864 | 0,509 | 0,342 |
| Demanding-Authoritarian (DA) | 0,581 | 0,727 | 0,489 | 0,395 |
| Instrumental Support (IS) | 0,532 | 0,849 | 0,530 | 0,541 |
| 'Tolerant' Socio-Emotional Support (TSES) | 0,604 | 0,916 | 0,570 | 0,481 |
| Instrumental Support (ISCS) | 0,928 | 0,593 | 0,535 | 0,553 |
| Socio-Emotional Support (SES) | 0,948 | 0,653 | 0,679 | 0,597 |
| Contextual Performance (CP | 0,538 | 0,418 | 0,795 | 0,941 |
| Task Performance (TP)) | 0,617 | 0,580 | 0,774 | 0,938 |
| Vigor (VI) | 0,508 | 0,478 | 0,820 | 0,691 |
| Dedication (DE) | 0,606 | 0,580 | 0,894 | 0,763 |
| Absorption (AB) | 0,583 | 0,567 | 0,890 | 0,722 |

Each indicator in each latent variable—supervisor support, coworker support, work engagement, and job performance—has a larger cross loading value than the value of the other latent variables, as can be seen in table 12 above. In other words, each indicator has a unique power to measure its latent variables with other latent variables, indicating that the indicators utilized in this study have strong discriminant validity values in predicting their latent variables.

## 4. Average Variance Extracted (AVE)

**Table 13. Average Variance Extracted (AVE) Value**

| Variables | Average Variance Extracted (AVE) |
|---|---|
| Supervisor Support | 0,708 |
| Co-worker Support | 0,880 |
| Work Engagement | 0,755 |
| Job Performance | 0,883 |

Based on table 13 above, it shows that the AVE value of each latent variable in this study is above 0.50 (> 0.50), it can be said that the model tested is valid and has no problems with convergent validity according to the previous results in measuring discriminant validity.

## 5. Composite Reliability and Cronbach's Alpha

**Table 14. Composite Reliability and Cronbach's Alpha Values**

| Variable | Composite Reliability | Cronbach's Alpha |
|---|---|---|
| Supervisor Support | 0,906 | 0,860 |
| Co-worker Support | 0,936 | 0,865 |
| Work Engagement | 0,902 | 0,837 |
| Job Performance | 0,938 | 0,867 |

It is known that all composite reliability and Cronbach's alpha values are higher than 0.70 based on the results of these tests in the above table. Thus, it can be concluded that every variable in this study is trustworthy.

## b. Structural Model Analysis (Inner Model)

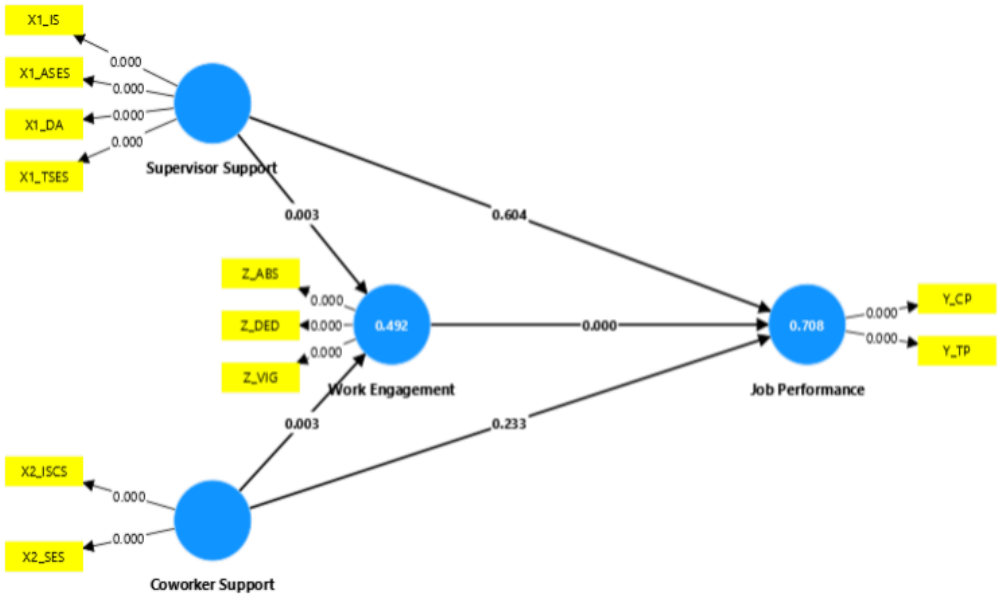



**Figure 2. Structural Model Analysis (Inner Model)**

The R-Square value in this study is used to determine the magnitude of the correlation value of the latent or dependent variables as a prediction of the strength of the structural model (Ghozali, 2015). The model in the study is considered good if it has an R-Square value greater than 0.67, while a value of 0.67> x> 0.33 is said to be moderate and a value smaller than 0.19 is considered weak. The following are the R-Square values of each dependent variable in this study:

**Table 15. R-Square Value**

| Variables | R-Square |
|---|---|
| Work Engagement | 0,492 |
| Job Performance | 0,708 |

It is evident from the preceding table that the work engagement variable's R-Square value is 0.492. This indicates that the workplace social support variable (coworker and supervisor support) influences 49.2% of job engagement; other factors not included in this study influence the remaining percentage. On the other hand, the job performance variable's R-Square value is 0.708. This clarifies why there is a strong association between the independent variables—supervisor support, coworker support, and work engagement—and the job performance score. 0.708 indicates that coworker and supervisor support affects 70.8% of the job performance variable. However, other factors not included in this study affect the remainder.

## Hypothesis Testing and Mediation Effects

### a. Hypothesis Testing (Path Coefficients)

**Table 16. P-Values and T-Statistics (Path Coefficients)**

| Influence | Original Sample | Sample Mean | Standar Deviation | T Statistics | P Values |
|---|---|---|---|---|---|
| Supervisor support -> Job performance | -0,046 | -0,043 | 0,089 | 0,519 | 0,604 |
| Supervisor Support -> Work Engagement | 0,343 | 0,357 | 0,116 | 2,953 | 0,003 |
| Co-worker support -> Job performance | 0,140 | 0,142 | 0,118 | 1,192 | 0,223 |
| Co-worker Support -> Work Engagement | 0,425 | 0,415 | 0,144 | 2,944 | 0,003 |
| Work Engagement -> Job performance | 0,773 | 0,769 | 0,092 | 8,427 | 0,000 |

Based on the table above, it can be seen that the p-values on the influence of supervisor support on job performance are 0.604 (P> 0.05) with a T statistics value of 0.519 (T <1.96), so it can be concluded that the influence of supervisor support on job performance is not significant. Therefore, it can be concluded that the first hypothesis (H1) which states that "there is a direct influence of supervisor support on job performance in LPSE operators of UO Mabes TNI Work Units" is declared REJECTED.

Furthermore, the p-values on the influence of supervisor support on work engagement are 0.003 (p<0.05) with a T statistics value of 2.953 (t<1.96), so it can be concluded that the influence of supervisor support on work engagement is significant. Therefore, it can be concluded that the second hypothesis (H2) which states that "there is a direct influence of supervisor support on work engagement in LPSE operators of UO Mabes TNI Work Units" is declared ACCEPTED.

The p-values on the influence of Co-worker support on job performance are 0.223 (p>0.05) with a T statistics value of 1.192 (t<1.96), so it can be concluded that the influence of co-worker support on job performance is not significant. Therefore, it can be concluded that the third hypothesis (H3) which states that "there is a direct influence of co-worker support on job performance in LPSE operators of the UO Mabes TNI Work Unit" is declared REJECTED.

Next, the p-values on the influence of co-worker support on work engagement are 0.003 (p<0.05) with a T statistics value of 2.944 (t<1.96), so it can be concluded that the influence of co-worker support on work engagement is significant. Therefore, it can be concluded that the fourth hypothesis (H4) which states that "there is a direct influence of co-worker support on work engagement in LPSE operators of the UO Mabes TNI Work Unit" is declared

ACCEPTED. Finally, the p-values on the influence of work engagement on job performance are 0.000 (p<0.05) with a T statistics value of 8.427 (t>1.96), so it can be concluded that the influence of work engagement on job performance is significant. Therefore, it can be concluded that the fifth hypothesis (H5) which states that "there is a direct influence of work engagement on job performance in LPSE operators of UO Mabes TNI Satker" is declared ACCEPTED.

**b. Mediation Effect Test**

**Table 17. P-Values and T-Statistics Total Indirect Effects**

| Influence | Original Sample | Sample Mean | Standar Deviation | T Statistics | P Values |
|---|---|---|---|---|---|
| Supervisor support -> Work Engagement -> Job performance | 0,265 | 0,278 | 0,105 | 2,510 | 0,012 |
| Co-worker Support -> Work Engagement -> Job Performance | 0,328 | 0,314 | 0,102 | 3,213 | 0,001 |

Table 17 above shows that the p-values for the relationship between supervisor support and work engagement-mediated job performance are 0.012 (p>0.05) and 2.510 (t<1.96), respectively. This suggests that workplace engagement-mediated job performance is significantly impacted by supervisor support. Therefore, it can be concluded that the sixth hypothesis (H6) which states that "there is an indirect direct influence of supervisor support on job performance mediated by work engagement on LPSE operators of UO Mabes TNI" is declared ACCEPTED. Furthermore, The p-values for the relationship between work engagement and coworker support on job performance are 0.001 (p<0.05). With a T statistic value of 3.213 (t<1.96), it can be said that work engagement mediates the strong impact of coworker support on job performance. Thus, it can be said that the final hypothesis (H7), according to which "there is an indirect effect of co-worker support on job performance mediated by work engagement on LPSE operators of UO Mabes TNI Satker" is declared ACCEPTED. The next step is to determine the magnitude of the mediation effect in this study by using the variance accounted for (VAF) calculation as proposed by Hair, et al. (2014). The VAF formula is as follows:
Rumus VAF adalah sebagai berikut:

$$VAF = \frac{a \times b}{(a \times b) + c''}$$

VAF values above 80% can be said that the mediator variable acts as a full mediator. Meanwhile, if the VAF value ranges from 20-80%, the mediator variable acts as a partial mediator (Hair, et al., 2014). If the VAF value is below 20%, the mediator variable is said to have almost no mediation effect. The following are the VAF calculation values for each dimension on the independent variables used in this study, including:*Supervisor Support*

$$VAF = \frac{a \times b}{(a \times b) + c''}$$

$$= \frac{0{,}343 \times 0{,}773}{(0{,}343 \times 0{,}773) + 0{,}265} = 0{,}50$$

Given that the aforementioned computation yielded a VAF value of 0.50, or 50%, it can be said that the work engagement variable partially mediates the relationship between supervisor support and job performance.

1. *Co-worker Support*

$$VAF = \frac{a \times b}{(a \times b) + c''} = \frac{0{,}425 \times 0{,}773}{(0{,}425 \times 0{,}773) + 0{,}328} = 0{,}50$$

The calculation results above show a VAF value of 0.50 or 50% so it can be concluded that the work engagement variable acts as a partial mediator or partial mediator in the influence of co-worker support on job performance. To determine the total overall influence of each dimension on the independent variable and mediator variable on the dependent variable, the next calculation is carried out using the following formula:

Total Influence= (a x b) + c

1. The influence of supervisor support on job performance mediated by work engagement

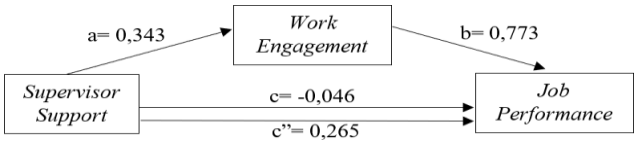



**Figure 3. The Effect Of Supervisor Support On Job Performance Mediated By Work Engagement**

Total effect = (a x b) + c
= (0.343 x 0.773) + -0.046
= 0.219

The aforementioned computation indicates that the overall impact of supervisor support on job performance, which is mediated by work engagement, is 0.219. Thus, in general, it can be said that:

1) The influence of supervisor support on work engagement is 0.343 (a = 0.343). This shows that supervisor support has a positive influence on work engagement. Every one point increase in supervisor support, work engagement also increases by one point, and vice versa.
2) Work involvement has a 0.773 (b = 0.773) impact on job performance. This demonstrates that job performance is positively impacted by work engagement. Job performance rises by one point for every one point increase in work engagement, and vice versa..
3) Support from supervisors has a -0.046 (c = -0.046) impact on job performance. This demonstrates that job performance is negatively impacted by supervisor assistance. Every one point increase in supervisor, job performance also decreases by one point, and vice versa. 4) The effect of supervisor support on job performance mediated by work engagement is 0.265 (c" = 0.265). This shows that supervisor support mediated by work engagement has a positive effect on job performance. Every one point increase in supervisor, work engagement also increases by one point and so does job performance, and vice versa.

**2. The Effect of Co-Worker Support On Job Performance Mediated By Work Engagement**

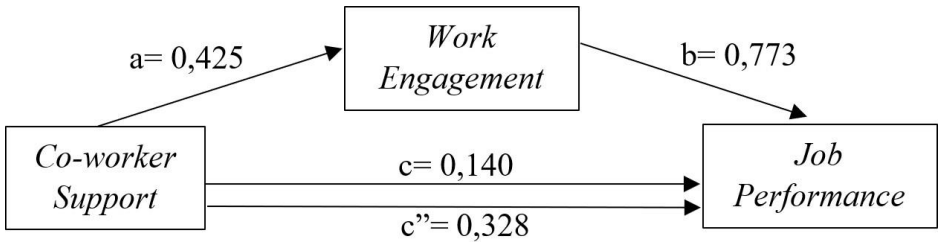



**Figure 4. The Effect Of Co-Worker Support On Job Performance Mediated By Work Engagement**

Total effect = (a x b) + c
= (0.425 x 0.773) + 0.140
= 0.468

The aforementioned computation indicates that the overall impact of coworker support on job performance, which is mediated by work engagement, is 0.468. Thus, in general, it can be said that:

1) Coworker assistance has a 0.425 (a = 0.425) impact on work engagement. This demonstrates that encouragement from coworkers improves engagement at work. Work engagement rises by one point for every point that coworker support increases, and vice versa..
2) The effect of work engagement on job performance is 0.773 (b = 0.773). This shows that work engagement has a positive effect on job performance. Every one point increase in work engagement, job performance also increases by one point, and vice versa.
3) If you have supportive coworkers, you'll do a better job (c = 0.140). This shows that help from coworkers makes people better at their jobs. Every one-point increase in supervisor, job performance also increases by one point, and vice versa.
4) The effect of co-worker support on job performance mediated by work engagement is 0.328 (c" = 0.328). That's proof that work engagement, which leads to help from coworkers, makes work better. Every one-point increase in supervisor, work engagement also increases by one point and job performance also increases by one point, and vice versa.

## Qualitative Data Analysis

**Table 18. Qualitative Data Analysis**

| No | Question Topics | Answer Summary |
|---|---|---|
| 1. | Supervisor Support | 1. Emotional support: Providing motivation, providing encouragement, a low-pressure work environment,<br>2. Instrumental support: Adequate work equipment<br>3. Information support: providing solutions to emerging problems, coaching and mentoring, providing direction and guidance<br>4. Appreciation support: full trust |
| 2. | Coworker Support | 1. Emotional support: NIL<br>2. Instrumental support: NIL<br>3. Information support: providing solutions to emerging problems, providing information and exchanging experiences of tasks as LPSE operators, providing required data.<br>4. Reward support: NIL |
| 3. | Work Barriers | 1. Emotional barriers: it takes time to learn and adapt, learn independently/self-taught.<br>2. Infrastructure barriers: application errors, inadequate internet connection, server errors, changes to data/packages that have been made, system bugs.<br>3. Information barriers: lack of socialization of SPSE development, not understanding the duties and functions of operators. |

| | | |
|---|---|---|
| 4. | Work Motivation | 1. Objectives: to realize transparency in procurement of goods and services, realize digitalization, support government programs, complete work according to the targets that have been set.<br>2. Experience: gain valuable new experience, add new knowledge, know the duties and responsibilities as an operator.<br>3. Work System: master the application, make work easier, effective and efficient work methods, how to overcome trouble |
| 5. | Performance | 1. It is already optimal<br>2. Still needs to be improved<br>3. Not yet optimal, there is still a lot to be learned and understood regarding the functions and duties of an operator |

## Discussion

LPSE operators are individuals who are responsible for managing electronic platforms for the procurement of goods and services, with the main task of ensuring that the procurement process runs effectively, efficiently, and in accordance with applicable regulations. They are also responsible for maintaining the security of user data and privacy, and improving the quality of service through the platform. As part of their responsibilities, LPSE operators must ensure transparency, fairness, and avoid corrupt practices during procurement.

This study aims to explain the effect of workplace social support (support from superiors and coworkers) on job performance mediated by work engagement in LPSE operators at UO Mabes TNI. Ramos-Villagrasa et al. (2019) said that job performance is a set of worker behaviors that help the organization reach its goals. Job performance is a behavior that helps the organization reach its goals. Research from the past has shown that social support from both bosses and coworkers is a big part of doing a good job.

Several studies, such as by Nasurdin et al. (2018) and Marantika & Parahyanti (2021), showed that supervisor support and co-worker support have a positive effect on job performance, both directly and through the mediation of work engagement. However, this study found that there was no direct effect between supervisor support and co-worker support on job performance, which is in line with the findings of Pelin and Osoian (2021) and Talebzadeh and Karatepe (2020).

The social facilitation theory first proposed by Triplett (1898) and Allport (1924) explains that the presence of others can increase productivity, but its effects are more complex. The presence of others, including social support, does not directly increase performance, but rather through increased motivation and dominant responses, as explained by Zajonc & Sales (1966). For example, Key (2015) showed that support from spectators can increase athletes' motivation and, in turn, improve performance.

Furthermore, this study demonstrates that job performance is positively impacted by work engagement. A favorable attitude toward one's work that is marked by zeal, commitment, and immersion is known as work engagement (Schaufeli et al., 2006). Bakker (2008) asserts that work engagement enhances performance because motivated individuals are more energized, productive, and capable of overcoming obstacles.

Social support, both from superiors and coworkers, also affects work engagement, which supports previous findings by Bakker & Demerouti (2008), Schaufeli et al. (2009), and Nasurdin et al. (2018). This can be explained through the social exchange theory developed by Homans and Blau (Gilovich & Nisbett, 2006), which explains that individuals reciprocate social support with higher work engagement. This support provides great benefits, both material and moral, which encourages employees to be more involved and enthusiastic in their work.

In addition, the results of the study showed that support from superiors and coworkers has a positive effect on job performance through work engagement. This is explained through the perspective of job demands-resources (JD-R) theory, which states that social support is a

resource that helps individuals cope with job demands, which ultimately leads to improved performance. Social support provides employees with psychological and emotional resources, which increases their motivation, enthusiasm, and involvement in their work.

From the results of the questionnaire on LPSE operators, it was found that the support received, both material and moral, helped operators to work optimally. Despite obstacles such as inadequate infrastructure, LPSE operators remained motivated to make their work easier and achieve the goal of transparency in procurement. With support, LPSE operators felt more enthusiastic, dedicated, and had the desire to continue learning and mastering the applications used, so that their performance improved.

In conclusion, work engagement functions as a partial mediator in the relationship between workplace social support and job performance. Social support from superiors and coworkers does not directly increase job performance, but through increased work engagement, which is in accordance with the perspective of social facilitation and social exchange theories. This study explains that the existence of social support plays an important role in encouraging increased job performance of LPSE UO Mabes TNI operators.

## CONCLUSION

This study aims to explain the influence of workplace social support (support from superiors and co-workers) on job performance mediated by work engagement on LPSE operators in the UO Mabes TNI environment. The research subjects consisted of 77 TNI soldiers and civil servants who were appointed as LPSE operators through a letter of command from their respective units.

The results of the research data analysis showed several important findings. First, there was no direct influence between support from superiors (supervisor support) and job performance on LPSE operators in the UO Mabes TNI Work Unit environment. Likewise, there was no direct influence between support from co-workers (co-worker support) and job performance on the same LPSE operators. Nonetheless, it was demonstrated that coworker and supervisor support directly affected the degree of work engagement among LPSE operators, as did support from superiors. Furthermore, it was discovered that LPSE operators' job performance was significantly impacted directly by their level of work engagement.

Additionally, the study's findings demonstrated that work engagement acted as a mediator between superiors' support and job performance. Similar findings were also observed in colleague support, which acted as a mediator between work engagement and job performance.

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