The Effect of Workload and Perceived Organizational Support on Employee Performance

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ABSTRACT

Purpose – This study analyzes the effect of workload and perceived organizational support on employee performance at PT Bluebird Pool Warung Buncit

Design/methods/approach – A quantitative approach was used with a survey method through a questionnaire to 101 respondents

Findings – The findings contribute to the transportation industry in creating a productive work environment and supporting the sustainable improvement of taxi drivers' performance and well-bein

Research implications/limitations – The research implications suggest that organizations should invest in HRIS to improve job satisfaction and employee performance. The implications of this study confirm the need for effective workload management as well as improved organizational support policies. The results showed that workload has a positive and significant effect on employee performance, where a well-managed workload can encourage productivity. In addition, perceived organizational support also has a positive influence on performance, which indicates the importance of the company's attention to welfare, training, and communication with employees

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Introduction

In the transportation industry, taxi service companies have an important role in ensuring the safety and welfare of their drivers. Employee performance is one of the main factors in the success of an organization (Saputra & Rahmat, (2024). PT Bluebird is one of the largest land transportation companies in Indonesia, known for its professional service standards and operational systems. Despite this, taxi drivers still face major challenges related to work safety. Based on Bluebird's internal data in 2023, more than 120 accidents involving company drivers were recorded last year. The majority of accidents were caused by fatigue due to long working hours, pressure to achieve revenue targets, and lack of adequate rest time. From the recorded accident data, around 90-94% of the incidents were minor abrasion accidents, while the rest were more serious accidents.

Based on the International Labor Organization report (Ilo, 2022), Around 58% of workers worldwide experience high workloads, which negatively impact their physical and mental health. This phenomenon is also reflected in the transportation industry, particularly in taxi services, which can be an indicator of poor employee (driver) performance influenced by excessive workload, fatigue, and lack of perceived organizational support. Research shows that fatigue and stress due to high workloads decrease drivers' alertness and reaction time, while a lack of perceived organizational support, such as safety training and welfare programs, decreases compliance with safety procedures. (Eisenberger et al., 1986; Williamson et al., 2011). Therefore, accidents reflect not only individual mistakes, but also system failures in supporting employee performance and well-being.

The high accident rate indicates that high workloads and lack of perceived organizational support have a direct impact on driver safety and performance. If not managed properly, these conditions can increase job stress, decrease job satisfaction, and increase employee turnover. Therefore, it is imperative that this research explores strategies that companies can implement to effectively manage workload and improve the organizational support perceived by drivers, so as to create a safer and more productive work environment.

Workload can be defined as the number of tasks or responsibilities that must be completed within a certain period of time, both physically and mentally (Hart & Staveland, 1988). High workloads often lead to increased work stress, burnout and decreased employee productivity (Beehr & Newman, 1978). In addition, poorly managed workload can lead to an imbalance between work and personal life, which ultimately impacts job satisfaction and employee loyalty to the company. (Fhauzan & Ali, 2024).

Study by Jeffrey H. Greenhaus (1985) shows that excessive workload contributes to work-life imbalance, which can decrease employee satisfaction and productivity. Schaufeli et al., (2009) also found that stress due to high workload can cause burnout, increase employee absenteeism, and increase turnover rates in organizations.

It can be seen that employee turnover experienced a significant increase in 2020 with the number of drivers leaving reaching 430 people, followed by a decrease in 2021 to 250 people. However, the trend increased again in the following years to reach 365 people in 2024. This fluctuation can be attributed to workload and POS factors within the organization. Organizational Support Theory Eisenberger et al (1986) menjelaskan bahwa karyawan yang merasa kurang mendapat dukungan dari organisasi cenderung memiliki tingkat turnover intention yang lebih tinggi. Selain itu, Rhoades & Eisenberger (2002) menekankan bahwa semakin tinggi tingkat perceived organizational support yang dirasakan karyawan, semakin besar kemungkinan mereka untuk menunjukkan kinerja yang baik serta meningkatkan loyalitas terhadap perusahaan. Oleh karena itu, manajemen organisasi perlu memberikan perhatian lebih terhadap pengelolaan workload dan perceived organizational support guna mengurangi risiko turnover yang dapat berdampak pada stabilitas dan employee performance.

Perceived organizational support refers to the extent to which employees feel that the organization values their contributions and cares about their well-being (Eisenberger & Stinglhamber, 2019). Perceived organizational support is a factor that can help reduce the negative impact of workload on employee performance. According to Eisenberger et al., (1986), perceived organizational support reflects the extent to which the organization values employees' contributions and cares about their well-being. Studies by Rhoades & Eisenberger, (2002) reveal that the higher the level of perceived organizational support felt by employees, the more likely they are to show good performance and increase loyalty to the company.

In the context of the transportation industry, perceived organizational support can take the form of various policies, such as flexibility in working hours, improved welfare programs, and better management of work stress. A study by Lambert et al., (2016) found that high perceived organizational support can help minimize the negative impact of workload on employee productivity. In addition, research by Chen et al., (2018) shows that companies that provide good work flexibility and employee welfare can increase perceived organizational support which has a positive impact on productivity and job satisfaction.

Internationally, the phenomenon of unbalanced workload has become a crucial issue in various sectors, including transportation. Based on a report by the World Economic Forum (2023), more than 70% of companies in various sectors reported that they experienced an increase in employee turnover due to unbalanced workload. At the national level, the transportation industry in Indonesia also faces the same challenge. According to data from the kementerian ketenagakerjaan RI, (2022), the transportation sector recorded a high employee turnover rate, with disproportionate workload as one of the main factors. A study by Bazighoh & Sari, (2021) revealed that employees in the transportation sector often experience high work pressure, which results in decreased productivity and job satisfaction.

In the global transportation sector, a similar phenomenon exists. Studies show that transportation workers, including Air Traffic Controllers (ATC), have high levels of job stress due to excessive workload and high work demands. Factors such as workloads that do not match abilities, unsupportive working conditions, and heavy competition can lead to high job stress. In addition, a long working period can also cause fatigue and boredom in workers (Yanti, 2020). This study also confirms that companies that implement perceived organizational support policies, such as work flexibility and welfare programs, tend to have lower turnover rates and higher productivity.

Jeffrey H. Greenhaus (1985) pointed out that high workload contributes to work-life imbalance, which negatively impacts employee performance. In line with these findings, Schaufeli et al., (2009) found that stress due to high workload can cause burnout and increase employee turnover. Meanwhile, Eisenberger et al (1986) developed the concept of perceived organizational support and proved that the higher the level of perceived organizational support, the better employee performance. This is supported by Lambert et al., (2016) research which found that high perceived organizational support can help minimize the negative impact of workload on employee productivity. In addition, Chen et al (2018) confirmed that work flexibility and employee welfare can increase perceived organizational support, which in turn has a positive impact on productivity and job satisfaction.

Based on the research background and the phenomena that have been described, this study aims to analyze: (1) how is the description of workload, perceived organizational support, and employee performance in PT Bluebird Pool Warung Buncit drivers; (2) whether there is a negative influence between workload on employee performance; (3) whether perceived organizational support has a positive influence on employee performance; and (4) whether workload and perceived organizational support simultaneously affect employee performance in PT Bluebird Pool Warung Buncit drivers.

Previous research has examined the effect of workload and perceived organizational

support on employee performance in various sectors. In addition, research from Ciptagustia & Kusnendi (2022) Found that factors such as work environment, compensation, benefits, organizational climate, and organizational culture play an important role in shaping perceptions of organizational support. But there are still gaps in the context of the transportation industry, especially taxi drivers. Schaufeli et al., (2009) found that high workload increases fatigue, decreases performance, but has not addressed the unique challenges of transportation such as long working hours. Lambert et al., (2016) showed that perceived organizational support increases job satisfaction, but is not specific to the stressful transportation sector. While Ciptagustia et al., (2023) in a systematic review of employer branding conceptualization identified that organizational support systems significantly affect employee retention and performance across industries. Bakker & Demerouti (2021) examined the impact of workload on productivity, but focused on the service sector, not the dynamic environment of transportation. Meanwhile, Kim et al., (2022) found that perceived organizational support improves employee well-being in a dynamic environment, but has not directly linked workload, perceived organizational support, and taxi driver performance. Therefore, further research is needed to fill this gap, particularly in understanding the interaction between workload and perceived organizational support on taxi driver performance.

Employee performance is a critical factor that determines the success of an organization. According to Robbins & Judge, (2017), employee performance is defined as the work achieved by an employee in carrying out their duties and responsibilities, which includes aspects of quantity, quality, timeliness, and effectiveness. Ciptagustia & Kusnendi (2019) further emphasize that distinctive capabilities within an organization can become a source of competitive advantage, suggesting that effective management of human resources and their performance is crucial for organizational success. Optimal employee performance not only contributes to the achievement of organizational goals but also affects the competitiveness and sustainability of the organization in the long term because their capability its hard to imitate. (Armstrong & Taylor, 2020) The urgency of employee performance lies in its ability to be an indicator of the extent to which human resources in the organization are being utilized effectively. In addition, good employee performance can also improve customer satisfaction, innovation, and business growth (Pulakos et al., 2019). Therefore, understanding the factors that influence employee performance, such as workload and perceived organizational support, is important for organizations to design strategies that can encourage sustainable improvement in employee performance.

Based on the differences in the results of previous studies, this study aims to fill the existing gaps by examining how high workload and low perceived organizational support affect employee performance. In addition, workload and perceived organizational support affect the employee performance of PT Bluebird Pool Warung Buncit taxi drivers. This study proposes a research model that describes the relationship between workload (X1), perceived organizational support (X2), and employee performance (Y), with the following hypotheses:
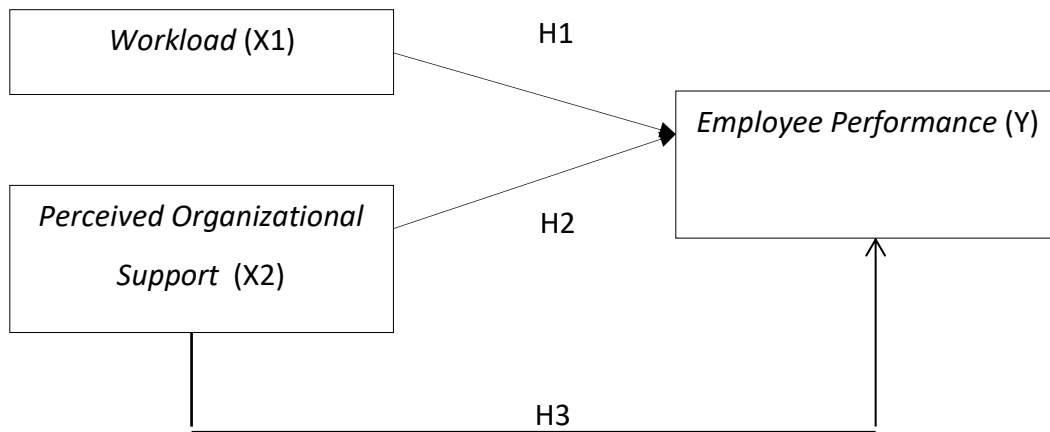
Figure 3. Model Penelitian

H1: Worload negatively affects employee performance
H2: Perceived organizational support has a positive effect on employee performance
H3: Workload and Perceived organizational support affect employee performance.

Methods

This This research was conducted for 2 months from December 11, 2024. The research questionnaire was distributed to 101 respondents using the Google Form application. This study uses descriptive and verification quantitative methods to see the relationship between the independent variables, namely Workload (X1) and Perceived Organizational Support (X2) on the dependent variable, namely Employee Performance (Y) at PT Bluebird Pool Warung Buncit Driver. The data sources used are primary data from field research results and secondary data from the results of literature studies in books, scientific articles, and previous research results.

Measurement for Workload variables is done using three dimensions, namely Job Conditions, Use of Working Time, Targets that must be achieved (Putra, 2012). For Perceived Organizational support variables measured using four dimensions, namely Supportive Organizational Support, Fairness and Justice, Recognition and Appreciation, Job Security (Rhoades & Eisenberger, 2002). Meanwhile, to measure Employee Performance as the dependent variable is done with five dimensions, namely Amount of Work, Quality of Work, Punctuality, Attendance, Ability to Cooperate (Bangun, 2012).

The instrument test carried out is the validity test using the Pearson Product Moment correlation technique and the reliability test using the Cronbanch Alpha technique. The Likert scale is used as a questionnaire measurement with a scale of 1 to 5. The answer options given are very low, low, neutral, high, and very high. The original ordinal data will be converted into interval data using the Method of Successive Intervals (MSI).

Table 1 Validity Test Results

Variabel	Ukuran	r hitung	r tabel	Keterangan
	X1.1	0.542	0.361	Valid
	X1.2	0.522	0.361	Valid
	X1.3	0.429	0.361	Valid
	X1.4	0.573	0.361	Valid
Workload (X1)	X1.5	0.606	0.361	Valid
	X1.6	0.496	0.361	Valid
	X1.7	0.597	0.361	Valid
	X1.8	0.598	0.361	Valid
	X1.9	0.503	0.361	Valid

Variabel	Ukuran	r hitung	r tabel	Keterangan
	X1.10	0.531	0.361	Valid
	X1.11	0.537	0.361	Valid
	X1.12	0.537	0.361	Valid
	X1.13	0.512	0.361	Valid
	X1.14	0.582	0.361	Valid
	X1.15	0.541	0.361	Valid
	X2.1	0.568	0.361	Valid
	X2.2	0.535	0.361	Valid
	X2.3	0.530	0.361	Valid
	X2.4	0.598	0.361	Valid
	X2.5	0.621	0.361	Valid
	X2.6	0.560	0.361	Valid
	X2.7	0.561	0.361	Valid
	X2.8	0.503	0.361	Valid
Perceived	X2.9	0.512	0.361	Valid
Organizational	X2.10	0.530	0.361	Valid
Support (X2)	X2.11	0.515	0.361	Valid
	X2.12	0.547	0.361	Valid
	X2.13	0.575	0.361	Valid
	X2.14	0.559	0.361	Valid
	X2.15	0.544	0.361	Valid
	X2.16	0.544	0.361	Valid
	X2.17	0.510	0.361	Valid
	X2.18	0.513	0.361	Valid
	Y1.1	0.620	0.361	Valid
	Y1.2	0.644	0.361	Valid
	Y1.3	0.618	0.361	Valid
	Y1.4	0.566	0.361	Valid
Employee	Y1.5	0.591	0.361	Valid
Performance	Y1.6	0.621	0.361	Valid
(Y)	Y1.7	0.610	0.361	Valid
	Y1.8	0.569	0.361	Valid
	Y1.9	0.563	0.361	Valid
	Y1.10	0.587	0.361	Valid

Based on the results in table 1, all items in the instrument are declared valid because the value of $r$count is greater than $r$table. This shows that each item is able to measure the variable under study accurately.

Table 2 Reliability Test Results

Variabel	Uji Reliabilitas	Alpha Cronbach	Keterangan
Workload (X1)	*0.817*	0.7	Reliabel
Perceived Organizational Support(X2)	*0.856*	0.7	Reliabel
Employee Performance (Y)	*0.792*	0.7	Reliabel

Source: SPSS 29 Data Analysis Results (2025)

According to Hair et al., (2014), a research instrument is said to be reliable if the Cronbach's Alpha value is greater than 0.70. Based on table 2, it explains that all variables in this study can

be categorized as reliable.

The population in this study were 1,060 drivers of PT Bluebird Pool Warung Buncit. Based on the Slovin formula with a margin of error of 10%, the result of n shows 91. By adding 10% as an anticipatory step against possible errors. Therefore, the total number of samples in this study was 101 drivers of PT Bluebird Pool Warung Buncit. The sampling technique used is probability sampling, which is determining the sample by providing equal opportunities for each element of the population to be selected (Sugiyono, 2022). The criteria for this research sample are PT Bluebird drivers who work at Warung Buncit Pool.

Data analysis uses multiple linear regression to measure the effect of independent variables on the dependent variable and classical assumption tests using normality tests, multicollinearity tests, and heteroscedasticity tests. As for hypothesis testing, the f test and t test are used. To determine simultaneously the effect of Workload (X1) and Perceived Organizational Support (X2) on Employee Performance (Y), the f test is used and to determine partially whether there is an effect of workload (X1) and Perceived Organizational Support (X2) on Employee Performance (Y), the t test is used. The data was processed using SPSS 29 for Windows software.

Result

Respondent Profile, Respondents in this study totaled 101 drivers with the following profile:

Table 3 Respondent Profile

Gender	Amount	Persentase (%)
Pria	92	91.1%
Wanita	9	8.9%
Age	Amount	Persentase (%)
23-30 Tahun	25	24.8%
31-40 Tahun	40	39.6%
41-50 Tahun	28	27.7%
51 Tahun ke atas	8	7.9%

Based on Table 3, the majority of respondents in this study are male, as many as 92 people (91.1%), while there are only 9 female respondents (8.9%). This reflects that in this company, the number of male drivers is much more dominant than women. One of the factors affecting the low number of female drivers is the unavailability of mess facilities for women, making it more difficult for them to work within the existing operational system.

In terms of age, most respondents were in the 31-40 years range with 40 people (39.6%), followed by the 41-50 years range with 28 people (27.7%), and the 23-30 years range with 25 people (24.8%). Meanwhile, respondents aged 51 years and above make up the smallest group, with only 8 people (7.9%). This age range shows that the majority of drivers are in their productive age, where they still have the energy and physical endurance to deal with a fairly high workload. However, for older drivers, the high workload is potentially a bigger challenge in maintaining their work performance.

Descriptive Analysis of Research Variables

Table 4. Descriptive Analysis of Research Variables

	N	Minimum	Maximum	Mean	Std. Deviation
Workload (X1)	101	32	71	61.61	8.841
Perceived Organizational Support (X2)	101	32	83	74.33	10.713
Employee Performance (Y)	101	21	46	41.29	5.654
Valid N	101				

Based on the results of descriptive analysis in Table 4, the workload variable has a minimum value of 32 and a maximum of 71, with an average (mean) of 61.61 and a standard deviation of 8.841. This shows that the level of workload felt by respondents is quite varied, but in general it is in the high category. Meanwhile, the perceived organizational support variable has a minimum value of 32 and a maximum of 83, with an average of 74.33 and a standard deviation of 10.713. This indicates that most respondents feel perceived organizational support is quite high, although there is considerable variation in their perceptions of this support. Furthermore, the employee performance variable has a range of values between 21 and 46, with a mean of 41.29 and a standard deviation of 5.654. This indicates that employee performance is generally in the medium to high category. The relatively moderate standard deviation value on each variable indicates that there are differences in perceptions among respondents, especially related to workload and perceived organizational support, which potentially affect the level of employee performance.

STATISTICAL ANALYSIS

Table 5 Kolmogorov Normality Test

	Unstardized Residual
Asymp sig	0.200

The normality test results presented in Table 5 show that the Asymp Sig value of 0.200 is greater than 0.05. Wooldridge, (2016) states that the Asymp Sig value which is greater than 0.05 indicates that the data in this study is normally distributed, thus fulfilling the normality assumptions required in regression analysis.

Table 6 Multicollinearity

Model	Collinearity Tolerance	Statistics VIF
Workload	0.177	5.661
PerceivedOrganizational Support	0.177	5.661

Based on the multicollinearity test results in Table 6, the tolerance value for the workload and perceived organizational support variables is 0.177, while the Variance Inflation Factor (VIF) value for both variables is 5.661. According to Stock & Watson, (2019) asserts that a tolerance value above 0.1 and VIF below 10 indicates no indication of multicollinearity in the regression model, so the independent variables in this study do not have too high a relationship with each other. Thus, it can be concluded that the regression model used in this study has met the assumption of no multicollinearity, so that regression analysis can be carried out without distortion due to too strong a relationship between independent variables.

Table 7. Heteroscedasticity

Model	Sig
(Constant)	0.001
Workload	0.554
Perceived Organizational Support	0.178

Based on the results of the heteroscedasticity test displayed in Table 7, the significance value (Sig.) for the workload variable is 0.554 and the perceived organizational support variable is 0.178. According to Montgomery et al., (2012) states that if the significance value exceeds 0.05, then the regression model does not experience heteroscedasticity, usually a significance level of $\alpha = 0.05$ is used. If the value of Sig. > 0.05, it can be concluded that the variable does not experience heteroscedasticity problems, which means that the residual variance of the regression model is homogeneous or fixed. Since both independent variables in this study have a significance value above 0.05, it can be concluded that there is no heteroscedasticity in this regression model. In other words, the regression model fulfills the assumption of homoscedasticity, so it can be used for further analysis without any interference from non-constant variability in the residuals.

Regression Equation

Table 8. Multiple Linear Regression Test Results

Variabel	Unstandardized B
(Constant)	5.614
Workload	0.299
Perceived organizational support	0.232

Based on the regression analysis results in Table 8, it is known that workload and perceived organizational support variables have a positive influence on employee performance. The constant value of 5.614 indicates that without considering the two independent variables, employee performance still has a certain initial value. The workload variable has a coefficient of 0.299, which indicates that any increase in workload will contribute to an increase in employee performance, assuming other factors remain constant. This suggests that higher levels of workload can boost employee productivity if managed properly. Meanwhile, the perceived organizational support variable has a coefficient of 0.232, which indicates that the greater the perceived organizational support provided by the organization, the better the

employee performance. Thus, it can be concluded that the combination of well-managed workload and optimal perceived organizational support contributes significantly to improving employee performance.

Hypothesis Test

Table 9 F Test Results

Model	F	Sig.
Regression	179.011	0.000

Based on the F test results presented in Table 9, the F value of 179.011 with a significance level (Sig.) of 0.000 indicates that the regression model used in this study is overall significant. The significance value that is smaller than 0.05 indicates that the independent variables, namely workload and perceived organizational support, simultaneously have a significant influence on the dependent variable, namely employee performance. This result reinforces that the two independent variables together can explain variations in employee performance. In other words, the regression model used in this study is reliable in explaining the relationship between workload, perceived organizational support, and employee performance. The high F value also shows that the combination of workload and perceived organizational support has a strong contribution to improving employee performance. This means that the better the management of workload and the higher the perceived organizational support, the employee performance will increase significantly. This result supports hypothesis H3 which states that workload and perceived organizational support jointly affect employee performance.

Table 10 t Test Results

Model	t	Sig.
(Constant)	2.949	0.004
Workload	4.190	0.000
Perceived organizational support	3.954	0.000

Based on the t-test results in Table 10, it can be seen that each independent variable, namely workload and perceived organizational support, has a significant effect on employee performance. The significance value (Sig.) for both variables is 0.000, which is smaller than the 0.05 significance level. This shows that statistically, workload and perceived organizational support have a significant influence on employee performance. The t-value for the workload variable is 4.190, which indicates that this variable has a positive and significant influence on employee performance. In other words, the higher the workload given to employees, the more their performance tends to increase, as long as the workload is still within reasonable limits and can be managed properly. Meanwhile, the t value for the perceived organizational support variable is 3.954, which also shows a positive and significant effect on employee performance. This means that the greater the perceived organizational support to employees, the more their performance will increase. Perceived organizational support can be in the form of facilities, conducive work environment, and attention to employee welfare. In addition, the t value for the constant of 2.949 with a significance value of 0.004 indicates that even without

the influence of the two independent variables, there are still other factors that influence employee performance. Thus, the results of this t test reinforce the finding that workload and perceived organizational support individually have a significant impact on improving employee performance. This result supports hypothesis H2 which states that Perceived Organizational Support has a positive effect on employee performance. However, since the regression coefficient of workload shows a positive direction, this result is not in line with hypothesis H1 which states that workload has a negative influence on employee performance.

Table 11 Test Results of the Coefficient of Determination

Model	R Square
1	0.785

Based on the coefficient of determination test results presented in Table 11, the R Square value of 0.785 indicates that 78.5% of the variation in employee performance can be explained by workload and perceived organizational support, while the remaining 21.5% is explained by other variables outside this model. This result strengthens hypothesis H3 that the two independent variables have a considerable contribution in explaining variations in employee performance. However, there are still other factors that influence employee performance that are not included in this research model.

DISCUSSION

Based on the results of descriptive analysis, the characteristics of respondents in this study indicate that the majority of employees have a fairly high level of workload, but are still able to maintain optimal performance. This can be seen from the average value of the workload variable, which is in the medium to high category, indicating that most employees face significant work demands. However, perceived organizational support also helps in managing the work pressure. Descriptive results on the perceived organizational support variable show that the majority of employees feel they get adequate support from the company, both in the form of work facilities, policy flexibility, and welfare programs. This support contributes to increasing employees' work motivation and loyalty to the company. Meanwhile, the employee performance variable shows a high average score, which indicates that employees are able to provide good performance despite having a fairly high level of workload. This finding suggests that well-managed workload and optimal perceived organizational support can help improve employee performance. Thus, the results of this descriptive analysis are in line with the findings in the statistical test, where workload and perceived organizational support have a significant relationship to employee performance.

Based on the research results, workload has a positive influence on employee performance. This is in line with the Job Demand-Resources (JD-R) theory proposed by (Bakker & Demerouti, 2007), which states that a well-managed workload can increase motivation and employee performance. In addition, Two-Factor Theory Herzberg et al., (1959) also asserts that motivational factors, such as rewards and increased income, can encourage employees to work harder. The facts on the ground show that in this company there is no compulsion regarding working hours, so the higher the working hours taken by employees, the higher the income earned. With an incentive system commensurate with additional working hours, employees are encouraged to increase their productivity, which in turn has a positive impact on overall performance. Research by Jeffrey H. Greenhaus, (1985) which states that a well-managed workload can increase employee productivity. In addition, this finding is in line with

a study conducted by (Schaufeli et al., 2009), which found that under certain conditions, an increase in workload can encourage employees to work more optimally and achieve higher targets.

Based on the research results, perceived organizational support has a positive influence on employee performance. Perceived Organizational Support theory developed by Eisenberger et al., (1986) explains that when employees feel valued and supported by the organization, they tend to have higher work commitment and improve their performance. This is also supported by the Social Exchange theory of (Blau, 1964), which emphasizes that reciprocal relationships between organizations and employees can increase job satisfaction and loyalty to the company. Facts in the field show that companies provide various forms of support to employees, such as adequate work facilities, work flexibility policies, and welfare programs. With a supportive work environment, employees are more motivated to give their best contribution, which in turn improves their work performance. This finding is in line with the research of Eisenberger et al., (1986), which confirms that the higher the perceived organizational support, the greater the increase in motivation and employee performance. In addition, Lambert et al., (2016) found that organizational policies oriented towards employee welfare, such as work flexibility and welfare programs, can increase perceived organizational support and have a positive impact on productivity and job satisfaction.

Based on the results of the F test, the value of F = 179.011 is obtained with a significance value of 0.000. These results indicate that workload and perceived organizational support simultaneously have a significant effect on employee performance. In other words, the combination of a well-managed workload and adequate perceived organizational support can improve employee performance. In addition, based on the results of the t test, the value of t = 4.190 for workload and t = 3.954 for perceived organizational support, both with a significance value of 0.000. These results indicate that both independent variables have a significant influence on employee performance partially. This means that both workload and perceived organizational support are individually able to improve employee performance. Meanwhile, the coefficient of determination test results show that the R Square value = 0.785, which means that workload and perceived organizational support are able to explain 78.5% of employee performance variability, while the remaining 21.5% is explained by other factors outside this study. This finding indicates that workload and perceived organizational support are very influential factors in improving employee performance.

Conclusion

Based on the results of the research that has been carried out, it can be concluded that:

Workload has a positive influence on employee performance.

The results of the analysis show that well-managed workload can improve employee performance. This finding is in line with the Job Demand-Resources (JD-R) Theory by Bakker & Demerouti, (2007) and the Two-Factor Theory (Herzberg et al., 1959), which states that workload balanced with incentives and rewards can increase motivation and employee performance. Facts in the field show that the flexible work system allows employees to set their own working hours, so that the higher the working hours taken, the higher the productivity and performance achieved.

Perceived organizational support has a positive influence on employee performance.

When employees feel valued and supported by the organization, they tend to be more motivated and improve their performance. This is in accordance with Perceived Organizational

Support Theory Eisenberger et al., (1986) and Social Exchange Theory (Blau, 1964), which emphasizes the importance of perceived organizational support in building employee commitment and loyalty. The results show that companies provide various forms of support, such as adequate work facilities, flexibility policies, and welfare programs, which have a positive impact on employee performance.

Workload and perceived organizational support simultaneously have a significant effect on employee performance.

The F test results show that these two independent variables together have a significant influence on employee performance. In addition, the coefficient of determination test results show that 78.5% of employee performance variability can be explained by workload and perceived organizational support, while 21.5% is influenced by other factors outside this study. This confirms that well-managed workload and optimal perceived organizational support are the main factors in improving employee performance.

The results of descriptive analysis reinforce the research findings.

The majority of respondents in this study have a fairly high level of workload, but are still able to maintain optimal performance. This is possible because of good perceived organizational support, where employees feel they get enough support from the company in the form of work facilities, flexible policies, and welfare programs. Thus, the combination of well-managed workload and high perceived organizational support can increase employee motivation and productivity.

Implications and Suggestions

Based on the results of this study, companies are advised to develop policies that support the balance between workload and reward systems so that workload does not become a factor that reduces employee performance. Improve organizational support, such as providing work flexibility, adequate facilities, and welfare programs, to strengthen employee engagement and loyalty to the company. Manage workload more strategically, for example with a fair incentive system and monitoring mechanisms to ensure that high workload does not negatively impact employee well-being.

This research provides important insights into how workload and perceived organizational support can contribute to improving employee performance. However, this study has limitations, one of which is other factors outside of this study that may also affect employee performance. Therefore, further research can explore additional variables, such as job satisfaction, leadership style, or work-life balance to gain a more comprehensive understanding.

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