
**THE INFLUENCE OF WORKLOAD AND SUPERVISOR SUPPORT ON
PERFORMANCE WITH WORK STRESS AS A MEDIATING VARIABLE
AMONG CIVIL SERVANTS (ASN) AT THE INSPECTORATE OFFICE OF
BOLAANG MONGONDOW REGENCY**



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Abstract

This study aims to examine the mediating role of work stress in the influence of workload and supervisor support on the performance of Civil Servants (ASN) at the Inspectorate Office of Bolaang Mongondow Regency. This research is a causal associative study using a quantitative approach. The sampling technique employed was a census method involving 84 respondents selected from Civil Servants working at the Inspectorate Office of Bolaang Mongondow Regency. Data analysis was conducted using the PLS-SEM technique with SmartPLS 3 software. The results indicate that workload has a significant negative effect on performance, while supervisor support has a significant positive effect on performance. Furthermore, workload has a significant positive effect on work stress, whereas supervisor support has a significant negative effect on work stress. In addition, work stress has a significant negative effect on performance. The findings also reveal an indirect effect of workload on performance through work stress, while the indirect effect of supervisor support on performance through work stress was not found. High workload characterized by complex job demands, time pressure, and limited resources is able to increase employees' levels of work stress. Employees who face multitasking, excessive workloads, and insufficient working time tend to experience physical fatigue, psychological pressure, and reduced work comfort, which ultimately worsen their work stress conditions.

Keywords: Performance, Workload, Supervisor Support, Work Stress

INTRODUCTION

The performance of Civil Servants (ASN) is one of the important factors in realizing effective, professional, and accountable governance. As the main element in government administration, ASN have the responsibility to provide high-quality public services to the community. The quality of public services is greatly influenced by the ability of government organizations to manage human resources optimally. Therefore, improving ASN performance has become an important concern in bureaucratic reform because it is directly related to the effectiveness of government organizations and the success of regional development.

Employee performance reflects the work outcomes achieved by individuals in accordance with the duties and responsibilities assigned by the organization. Mangkunegara (2010) states that performance can be measured through work quality, work quantity, timeliness, effectiveness, independence, and work commitment. In public sector organizations, ASN performance is not only determined by individual capabilities but is also influenced by the work environment and employees' psychological factors. High job demands, limited human resources, and organizational target pressures can affect the work stability of ASN in carrying out public service and governmental supervisory duties.

One of the factors frequently associated with decreased employee performance is workload. Workload refers to a number of tasks that employees must complete within a certain period according to their work capacity (Koesomowidjojo, 2017). Excessive workload can cause both physical and mental fatigue, thereby reducing employee productivity. Research by Herdiana and Sary (2023) shows that workload has a positive effect on work stress and a negative effect on employee performance. Similar findings were reported by Meliani et al. (2024), who explained that increased workload can reduce performance through increased work stress and employee burnout.

In addition to workload, supervisor support is also an important factor in maintaining employee performance. Supervisor support reflects the extent to which leaders provide attention, direction, motivation, communication, and assistance to employees in completing their work. Such support can help employees cope with work pressure and improve their ability to adapt to organizational demands. Ramdhan et al. (2025) found that organizational support has a positive effect on performance, while Yang et al. (2016) found that it has a negative effect on work stress. These findings indicate that supervisor support can serve as an organizational resource that helps employees maintain psychological stability and improve work effectiveness.

Work stress is a psychological condition that arises due to a mismatch between job demands and an individual's ability to cope with them. Robbins and Judge (2017) explain that work stress occurs when individuals face work pressures that exceed their capacity, time, and available resources. In public sector organizations, work stress often emerges due to high administrative demands, pressure to achieve work targets, and the complexity of public service responsibilities. Unmanaged work stress can reduce employees' motivation, concentration, and quality of work outcomes. However, several studies have shown different findings. Yuli et al. (2023) found that moderate levels of work stress can actually increase employees' motivation and work alertness. These inconsistent findings indicate that the relationship between work stress and performance still requires further investigation.

The Inspectorate Office of Bolaang Mongondow Regency is a supervisory institution for regional government administration that plays an important role in improving the accountability and effectiveness of regional governance. Based on the Performance Reports of the Regional Inspectorate of Bolaang Mongondow Regency for 2019–2024, the organization's achievements have shown significant improvement, as indicated by the increase in the Government Internal Control System (SPIP) Maturity Level to Level 3 (Integrated) and the enhancement of APIP Capability to Level 3 (Integrated). However, these achievements have occurred amid the limited number of active auditors and the increasing complexity of risk-based supervision. This condition has resulted in high work demands for ASN within the Inspectorate environment.

This phenomenon indicates an imbalance between job demands and the available human resource capacity. High workload is not only related to the volume of work but also to time pressure, task complexity, and high professional responsibilities. From the perspective of the Job Demands–Resources (JD-R) Theory, workload is viewed as a job demand that can trigger work stress if it is not balanced with adequate job resources, such as supervisor support. Supervisor support functions as an organizational resource that helps employees cope with work pressure and maintain performance.

Various previous studies have shown that the relationship between workload, supervisor support, work stress, and employee performance still produces inconsistent findings. Some studies indicate that workload reduces performance through work stress, while other studies find that work stress at a certain level can actually increase work motivation. In addition, previous studies generally only examined direct relationships among variables without positioning work stress as a psychological mechanism explaining the relationship between workload, supervisor support, and ASN performance. Therefore, there is still a research gap regarding the role of work stress as a mediating variable in the relationship between job demands and job resources on ASN performance in public sector organizations.

The novelty of this study lies in the simultaneous examination of the effects of workload and supervisor support on ASN performance by positioning work stress as a mediating variable within the regional government supervisory organization environment. Furthermore, this study extends the application of Job Demands–Resources Theory in the context of regional government internal supervisory organizations, which has still been relatively limited in public sector research in Indonesia.

Based on the description above, this study aims to analyze the influence of workload and supervisor support on ASN performance through work stress as a mediating variable at the Inspectorate Office of Bolaang Mongondow Regency. This study is expected to provide theoretical contributions to the development of public sector human resource management studies and practical input for regional governments in formulating policies related to workload management, strengthening supervisor support, and controlling work stress in order to improve ASN performance optimally and sustainably.

REVIEW OF LITERATURE

Employee Performance

Employee performance is one of the important aspects of human resource management because it reflects the level of individual success in achieving organizational

goals. Performance is not only understood as work outcomes but also includes employees' work behavior in carrying out their duties and responsibilities. Colquitt et al. (2009) define performance as the value of a set of employee behaviors that contribute positively or negatively to the achievement of organizational goals. This definition indicates that employee performance is not only measured through work output but also through behaviors that support organizational effectiveness.

In the context of public sector organizations, employee performance is an important factor in supporting the quality of public services and the effectiveness of governance. Civil Servants (ASN) are required to work professionally, accountably, and with a service-oriented mindset toward the community. Based on Government Regulation Number 30 of 2019 concerning Civil Servant Performance Appraisal, ASN performance is measured through Employee Performance Targets (SKP) and work behaviors, such as service orientation, integrity, commitment, discipline, cooperation, and leadership. Thus, ASN performance emphasizes not only the achievement of work targets but also work behavior that is in line with the principles of good governance.

Several studies indicate that employee performance is influenced by various organizational and psychological factors. Ekhsan and Masruri (2022) found that high workload can reduce employee performance because it causes physical and mental fatigue. Rahmayani and Wikaningrum (2022) also explained that supervisor support can increase work engagement, which positively affects employee performance. In addition, work stress is often associated with decreased employee productivity and work effectiveness.

From the perspective of the Job Demands–Resources (JD-R) Theory developed by Bakker and de Vries (2021), employee performance is influenced by the balance between job demands and job resources. High job demands, such as excessive workload, can reduce performance if they are not balanced with adequate organizational resources. Conversely, organizational resources such as supervisor support can increase motivation and maintain employee performance. Therefore, employee performance is influenced not only by individual capabilities but also by working conditions and the psychological factors experienced by employees.

Workload

Workload is one of the factors that influences employees' psychological conditions and performance within an organization. Workload describes the number of tasks, responsibilities, and job demands that employees must complete within a certain period. Hart and Staveland (1988) define workload as the difference between task demands and an individual's capacity to meet those demands. This definition indicates that workload is related to employees' physical and mental abilities in completing their work.

According to Tarwaka (2011), workload consists of physical workload and mental workload. Physical workload is related to the use of physical energy, while mental workload is associated with cognitive processes such as concentration, decision-making, and problem-solving. Excessive workload can lead to fatigue, work pressure, and decreased employee productivity. Robbins and Judge (2017) also explain that workload perceived as excessively high can trigger work stress and negatively affect employee performance.

Several previous studies have demonstrated the relationship between workload, work stress, and employee performance. Herdiana and Sary (2023) found that workload has a positive effect on work stress and a negative effect on employee performance. Meliani et al.

(2024) also showed that increased workload can increase work stress and burnout, which subsequently reduce employee performance. However, Yuli et al. (2023) found that moderate levels of workload and stress can actually improve employee motivation and performance. These findings indicate that workload is an important factor influencing employees' psychological conditions and work outcomes.

From the perspective of the Job Demands–Resources (JD-R) Theory, workload is categorized as a job demand that requires continuous physical and psychological effort. When job demands exceed employees' capacity and are not balanced with adequate organizational resources, such conditions can trigger work stress and reduce employee performance. Therefore, workload management is important in maintaining employee productivity and work effectiveness.

- H1: Workload has a negative and significant effect on performance.
- H2: Workload has a positive and significant effect on work stress.

Supervisor Support

Supervisor support reflects the extent to which leaders provide attention, direction, assistance, and appreciation to employees in carrying out their work. Supervisor support is viewed as an important organizational resource because it helps employees cope with work difficulties and maintain their psychological well-being. Eisenberger et al. (1986), through the Perceived Organizational Support Theory, explain that employees will demonstrate positive work attitudes and behaviors when they perceive that the organization and supervisors value their contributions and care about their well-being.

House (1981) categorizes supervisor support into several forms, namely emotional support, informational support, instrumental support, and appraisal support. Emotional support is manifested through supervisors' empathy and concern for employees. Informational support consists of guidance and advice in completing work tasks, while instrumental support refers to direct assistance in carrying out job responsibilities. Appraisal support is provided through recognition and appreciation for employees' work outcomes.

Several studies have shown that supervisor support has a positive effect on performance and a negative effect on employees' work stress. Syafi'i et al. (2023) found that organizational support positively affects performance and reduces employee work stress. Sulistyan et al. (2021) also demonstrated that organizational support significantly reduces employees' levels of work stress. Furthermore, Baş and Ayaz (2022) explained that employees who perceive strong support from supervisors tend to have higher work motivation and performance.

From the perspective of the Job Demands–Resources (JD-R) Theory, supervisor support functions as a job resource that helps employees cope with job demands and reduce psychological pressure. Adequate supervisor support enables employees to adapt more effectively to work challenges, thereby maintaining optimal performance.

- H3: Supervisor support has a positive and significant effect on performance.
- H4: Supervisor support has a negative and significant effect on work stress.

Work Stress

Work stress is a psychological condition that arises when employees perceive that job demands exceed their abilities, resources, or level of control. Robbins and Judge (2017) define work stress as a dynamic condition in which individuals face opportunities, demands,

or constraints that are perceived as important yet uncertain. Work stress may arise due to high workload, time pressure, role conflict, and lack of organizational support.

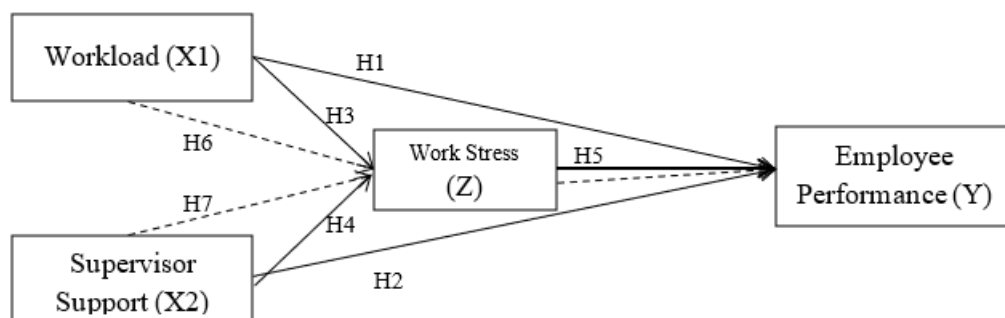
Beehr and Newman (1978) explain that work stress is the result of the interaction between job characteristics and individual characteristics that causes psychological, physiological, and behavioral changes in employees. High levels of stress can reduce employees' concentration, work motivation, and productivity. However, moderate levels of stress may increase employees' alertness and work motivation.

Several studies have reported different findings regarding the relationship between work stress and employee performance. Herdiana and Sary (2023) found that work stress has a negative effect on employee performance. In contrast, Yuli et al. (2023) showed that moderate levels of work stress can increase work motivation and productivity. These differing findings indicate that work stress has a complex role in influencing employee performance.

From the perspective of the Job Demands–Resources (JD-R) Theory, work stress is viewed as a psychological mechanism that arises due to high job demands and low job resources. Therefore, work stress becomes an important mediating variable in explaining the relationship between workload, supervisor support, and employee performance.

- H5: Work stress has a negative and significant effect on performance.
- H6: Work stress mediates the effect of workload on performance.
- H7: Work stress mediates the effect of supervisor support on performance.

Figure 1.
Conceptual Framework



RESEARCH METHODS

This study employed a quantitative approach with a causal associative research design to analyze the influence of workload and supervisor support on the performance of Civil Servants (ASN) through work stress as a mediating variable. A quantitative approach was used to examine the relationships among variables based on empirical data analyzed statistically (Sekaran & Bougie, 2014). This study applied a cross-sectional design because the data were collected within a single period in 2025.

The population of this study consisted of all ASN employees at the Inspectorate Office of Bolaang Mongondow Regency, totaling 84 employees, including auditors and internal government supervisory staff. This study used a census sampling technique, in which all members of the population were selected as research respondents. The census method was applied because the population size was relatively small, allowing the entire

population to be included in order to obtain more representative research results (Arikunto, 2010).

Research data were collected using a closed-ended questionnaire with a five-point Likert scale ranging from 1 = strongly disagree to 5 = strongly agree. The workload variable was measured using indicators adopted from Tarwaka (2014), including task volume, time pressure, resources, and working conditions. The supervisor support variable was measured using indicators proposed by Yukl (2013), namely communication, motivation, appreciation, supervisor participation, and trust. The work stress variable was measured based on the indicators developed by Robbins and Judge (2017), consisting of physiological, psychological, and behavioral symptoms. Meanwhile, the ASN performance variable was measured using Employee Performance Target (SKP) indicators in accordance with Government Regulation Number 30 of 2019, including target achievement, quality of work outcomes, quantity of output, and timeliness. In addition to primary data, this study also utilized secondary data obtained through documentation and relevant literature related to the research topic.

Data analysis was conducted using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with the assistance of SmartPLS software. The PLS-SEM method was employed because it is capable of simultaneously analyzing relationships among latent variables, including both direct and indirect effects (Hair et al., 2021). The analysis was carried out through the evaluation of the outer model and inner model. The outer model evaluation was conducted to assess construct validity and reliability through loading factor values, composite reliability, Cronbach’s alpha, Average Variance Extracted (AVE), and discriminant validity. Meanwhile, the inner model evaluation was performed to examine the relationships among variables and test the hypotheses using the bootstrapping technique with the criteria of t-statistics > 1.96 and p-values < 0.05. This study also examined the mediating effect of work stress through indirect effect analysis in the SEM-PLS model.

RESULTS AND DISCUSSION

Outer Loading Test

Outer loading testing was conducted to measure the validity of indicators in representing the research constructs. According to Hair et al. (2021), an indicator is considered valid if it has a loading factor value greater than 0.70. The results of the outer loading test are presented in Table 1 and Figure 2 below.

Table 1.
Outer-Loadings

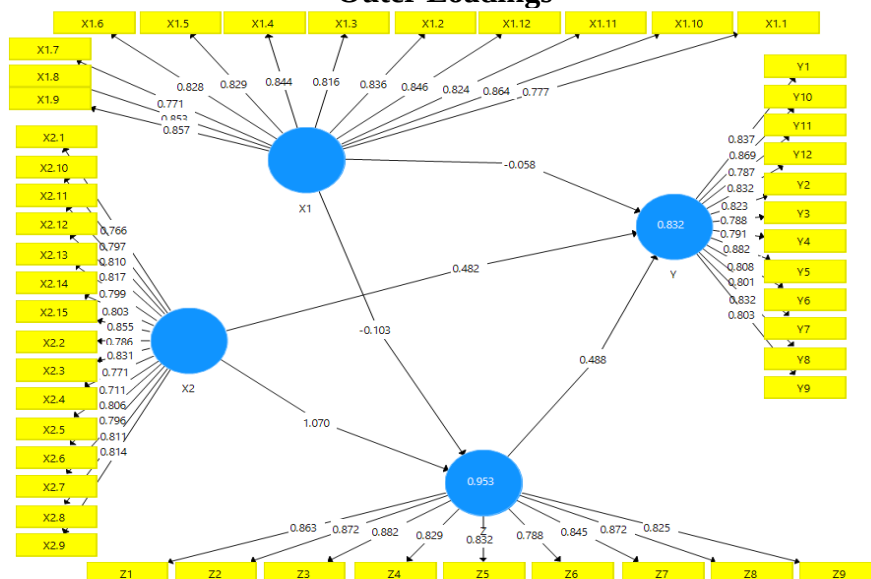
N o	Variable	Item	Outer Loadi ng	Descript ion
1	Workload (X1)	Excessive workload (X1.1)	0.777	Valid
		Multitasking demands (X1.2)	0.836	
		Insufficient working time (X1.3)	0.816	
		Time pressure (X1.4)	0.844	
		Limited completion time (X1.5)	0.829	
		Need for overtime work (X1.6)	0.828	
		Limited work facilities (X1.7)	0.771	

No	Variable	Item	Outer Loading	Description
2	Supervisor Support (X2)	Lack of technological support (X1.8)	0.853	Valid
		Lack of coworker assistance (X1.9)	0.857	
		Physical fatigue caused by the work environment (X1.10)	0.864	
		Disruptions caused by workspace conditions (X1.11)	0.824	
		Work comfort (X1.12)	0.846	
		Clarity of work instructions (X2.1)	0.766	
		Openness in communication (X2.2)	0.786	
		Supervisor accessibility (X2.3)	0.831	
		Work motivation provided by supervisors (X2.4)	0.771	
		Positive feedback (X2.5)	0.711	
		Meaningfulness of work (X2.6)	0.806	
		Recognition for achievements (X2.7)	0.796	
		Fairness in work recognition (X2.8)	0.811	
		Praise for good performance (X2.9)	0.814	
		Involvement in decision-making (X2.10)	0.797	
3	Work Stress (Z)	Participation before policies are established (X2.11)	0.810	Valid
		Appreciation for contributions (X2.12)	0.817	
		Trust in employees' abilities (X2.13)	0.799	
		Work autonomy (X2.14)	0.803	
		Assignment of important responsibilities (X2.15)	0.855	
		Level of physical fatigue due to workload (Z.1)	0.863	
		Disruption of rest patterns caused by work pressure (Z.2)	0.872	
		Physical responses in the form of health complaints due to work stress (Z.3)	0.882	
		Level of anxiety regarding work targets and responsibilities (Z.4)	0.829	
4	Employee Performance (Y)	Perceived mental pressure due to workload volume (Z.5)	0.832	Valid
		Impaired concentration caused by work stress (Z.6)	0.788	
		Decreased work motivation due to stress (Z.7)	0.845	
		Changes in interpersonal attitudes due to work pressure (Z.8)	0.872	
		Turnover intention due to work stress (Z.9)	0.825	
		Level of realization of Employee Performance Targets (Y.1)	0.837	
		Suitability of achievements with job performance indicators (Y.2)	0.823	
		Consistency of achievement with performance planning (Y.3)	0.788	

No	Variable	Item	Outer Loading	Description
		Conformity of work results with quality standards (Y.4)	0.791	
		Compliance with procedures and regulations (Y.5)	0.882	
		Level of accuracy and minimal work errors (Y.6)	0.808	
		Amount of output achieved according to targets (Y.7)	0.801	
		Work productivity in accordance with job duties and functions (Y.8)	0.832	
		Consistency of work productivity (Y.9)	0.803	
		Compliance with deadlines (Y.10)	0.869	
		Timeliness of realization according to schedule (Y.11)	0.787	
		Ability to manage working time effectively (Y.12)	0.832	

Source: Data processed (2026)

Figure 2.
Outer Loadings



Based on Table 1 and Figure 2, all indicators have outer loading values above 0.70. This indicates that all research indicators have met the requirements of convergent validity and are therefore considered valid and appropriate for use in this study.

Composite Reliability Test

Reliability testing was conducted using Cronbach's Alpha and Composite Reliability. A construct is considered reliable if it has a value greater than 0.70. In addition, the Average Variance Extracted (AVE) value must be greater than 0.50 to satisfy the requirement of convergent validity. The results of the reliability testing are presented in Table 2 below.

Table 2.
Construct Reliability and Validity

Variable	Alpha Cronbach	Composite Reliability	Rule of Thumb	AVE	Description
Workload (X1)	0.959	0.963	> 0.70	0.688	Reliable
Supervisor Support (X2)	0.959	0.963		0.638	Reliable
Performance (Y)	0.956	0.961		0.675	Reliable
Work Stress (Z)	0.950	0.958		0.715	Reliable

Source: Data processed research (2026)

Based on Table 2, all constructs have Cronbach's Alpha and Composite Reliability values above 0.70. In addition, all AVE values are greater than 0.50. These results indicate that all research variables are reliable and meet the criteria for convergent validity.

Discriminant Validity Test

Discriminant validity testing was conducted using the Fornell-Larcker Criterion. A construct is considered valid if the square root of the AVE value is greater than the correlation between constructs. The results of the discriminant validity test are presented in Table 3 below.

Table 3.
Fornell-Larcker Criterion

Variable	X1	X2	Y	Z
Workload (X1)	0.829			
Supervisor Support (X2)	0.914	0.799		
Performance (Y)	0.809	0.905	0.822	
Work Stress (Z)	0.874	0.975	0.907	0.846

Source: Data processed research (2026)

Based on Table 3, all constructs have square root AVE values that are greater than the correlations among other constructs. Therefore, the research model meets the requirements of discriminant validity.

Hypothesis Testing

Hypothesis testing was conducted using the bootstrapping technique by examining the t-statistics and p-values. A hypothesis is accepted if the t-statistic value is greater than 1.96 and the p-values are less than 0.05. The results of the hypothesis testing are presented in Table 4 below.

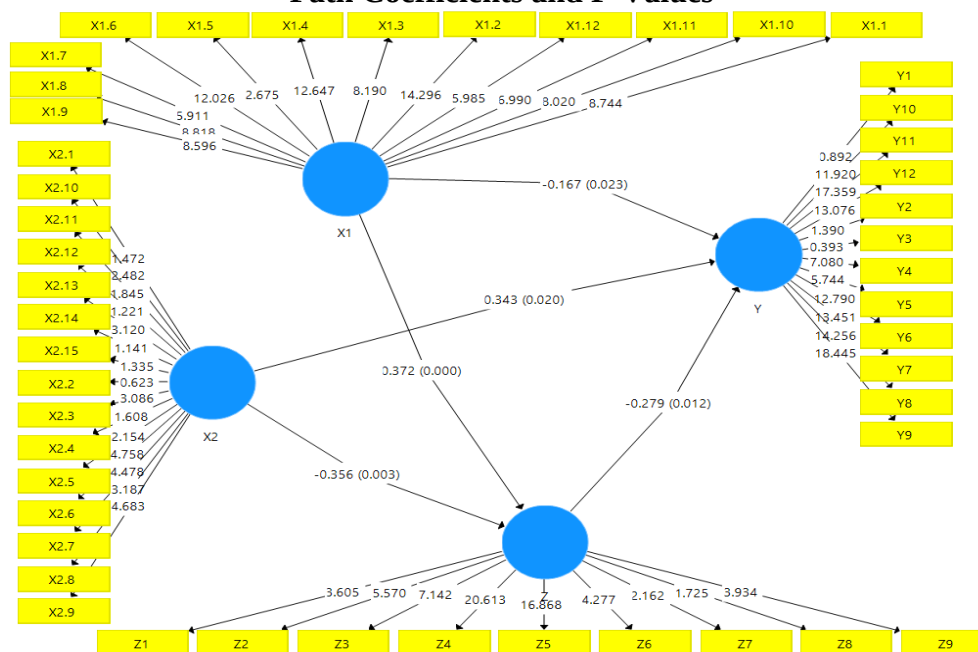
Table 4.
Hypothesis Testing

Relationship Between Variables	Original Sample	T-Values	P-Values	Description
Direct Effect				
H1: (X1) → (Y)	-0.167	2.273	0.023	Hypothesis Accepted
H2: (X2) → (Y)	0.343	2.331	0.020	Hypothesis Accepted

H3: (X1) → (Z)	0.372	4.749	0.000	Hypothesis Accepted
H4: (X2) → (Z)	-0.356	2.994	0.003	Hypothesis Accepted
H5: (Z) → (Y)	-0.279	2.511	0.012	Hypothesis Accepted
Indirect Effect				
H6: (X1) → (Z) → (Y)	-0.104	2.241	0.025	Hypothesis Accepted
H7: (X1) → (Z) → (Y)	0.099	1.689	0.092	Hypothesis Rejected

Source: Data processed research (2026)

Figure 3.
Path Coefficients and P-Values



Based on Table 7 and Figure 3, workload has a negative and significant effect on ASN performance. Supervisor support has a positive and significant effect on ASN performance. Workload also has a positive and significant effect on work stress, while supervisor support has a negative and significant effect on work stress. In addition, work stress has a negative and significant effect on ASN performance.

The mediation test results indicate that work stress is able to significantly mediate the effect of workload on ASN performance. However, work stress is not able to significantly mediate the effect of supervisor support on ASN performance.

R-Square Test

The R-Square value is used to measure the ability of exogenous variables to explain endogenous variables. The results of the R-Square testing are presented in Table 5 below.

Table 5.

R-square		
Endogenous Variable	R ²	
Performance (Y)	0.812	High
Work Stress (Z)	0.953	High

Source: Data processed by researchers 2026

Based on Table 5, the R-Square value for the ASN performance variable is 0.812, indicating that 81.2% of the variation in ASN performance can be explained by workload, supervisor support, and work stress. Meanwhile, the R-Square value for the work stress variable is 0.953, indicating that 95.3% of the variation in work stress can be explained by workload and supervisor support.

Q-Square Test

The Q-Square value is used to measure the predictive relevance of the research model. The results of the Q-Square testing are presented in Table 6 below.

Table 6.

Q-square		
Endogenous Variable	Q ²	
Performance (Y)	0.121	Low
Work Stress (Z)	0.097	Low

Source: Data processed by researchers 2026

Based on Table 6, all Q² values are greater than zero. This indicates that the research model has predictive relevance.

The Effect of Workload on Performance

The results of this study indicate that workload has a negative and significant effect on the performance of Civil Servants (ASN) at the Inspectorate Office of Bolaang Mongondow Regency. This is evidenced by a coefficient value of -0.167, a t-statistic value of 2.273 which is greater than the t-table value of 1.96, and a p-value of $0.023 < 0.05$. Therefore, the first hypothesis (H1) is accepted. The negative coefficient indicates that the higher the workload perceived by employees, the lower the ASN performance tends to be.

These findings indicate that increasing job demands can reduce the ability of ASN to maintain optimal work effectiveness. High workload requires employees to complete various supervisory, inspection, and administrative tasks simultaneously within limited time constraints, which consequently reduces focus, accuracy, and work consistency.

This condition suggests that the characteristics of work within the Inspectorate environment involve high levels of job demands. ASN are not only required to complete a large volume of work but are also expected to maintain accuracy, procedural compliance, and timeliness in completing their duties. This situation supports the Job Demands–Resources Model proposed by Demerouti et al. (2001), which explains that work demands exceeding individual capacity can deplete employees' physical and psychological energy, thereby reducing work performance.

The descriptive analysis results indicate that the workload of ASN falls within the very high category, as reflected by high task demands, time pressure, limited resources, and challenging working conditions faced by employees in carrying out their duties. These conditions demonstrate that ASN work under considerable pressure with high levels of responsibility. However, ASN performance remains in the high category, indicating that employees are still able to maintain work quality and complete tasks optimally despite working in demanding situations.

The findings of this study support the results of previous studies conducted by Tobing and Mesra (2023), Herdiana and Sary (2023), Marcella et al. (2024), and Meliani et al. (2024), which found that high workload tends to reduce employee performance through increased work pressure and work fatigue. Thus, workload is not only related to the amount of work assigned but also to the organization's ability to maintain employee productivity and work quality sustainably.

The implications of these findings suggest that workload management in the public sector should focus not only on task distribution but also on controlling employees' work

pressure. Organizations need to ensure a balance between job demands, employee capacity, and resource support so that ASN performance can be maintained sustainably.

The Effect of Supervisor Support on Performance

The results of this study indicate that supervisor support has a positive and significant effect on the performance of Civil Servants (ASN) at the Inspectorate Office of Bolaang Mongondow Regency. This is evidenced by a coefficient value of 0.343, a t-statistic value of 2.331, which is greater than the t-table value of 1.96, and a p-value of $0.020 < 0.05$. Therefore, the second hypothesis (H2) is accepted. The positive coefficient indicates that the better the support provided by supervisors, the higher the ASN performance tends to be.

These findings indicate that supervisors function not only as providers of instructions but also as sources of work support that can improve employee effectiveness and productivity. In the context of public organizations, supervisor support becomes an important factor because the work of ASN within the Inspectorate environment requires coordination, procedural accuracy, and accurate task completion.

Support in the form of clear communication, supervisor involvement, motivation, and appreciation for employees creates a more conducive work environment and increases employees' sense of responsibility toward their work. These findings support the Perceived Organizational Support (POS) Theory proposed by Eisenberger et al. (1986), which explains that employees who feel valued and supported will demonstrate higher commitment and work motivation.

The descriptive analysis results show that supervisor support falls within the supportive category, as reflected by good communication, the provision of motivation, appreciation, supervisor participation, and trust toward employees in carrying out their work. These conditions indicate that supervisors play a significant role in creating a supportive work environment for ASN. On the other hand, ASN performance is also categorized as high, indicating that good supervisor support is able to help employees maintain work quality and complete tasks optimally.

The findings of this study support the results of previous studies conducted by Ramdhan et al. (2025), Saleem et al. (2022), and Baş and Ayaz (2022), which demonstrated that supervisor support contributes to improving employee work effectiveness and productivity. Thus, supervisor support not only functions as an interpersonal factor but also serves as an organizational instrument in maintaining the quality of ASN performance.

The implications of this study indicate that strengthening leadership quality is an important factor in improving ASN performance. Supervisors are required not only to direct work activities but also to build communication, trust, and work engagement that can encourage sustainable employee productivity.

The Effect of Workload on Work Stress

The results of this study indicate that workload has a positive and significant effect on the work stress of Civil Servants (ASN) at the Inspectorate Office of Bolaang Mongondow Regency. This is evidenced by a coefficient value of 0.372, a t-statistic value of 4.749, which is greater than the t-table value of 1.96, and a p-value of $0.000 < 0.05$. Therefore, the third hypothesis (H3) is accepted. The positive coefficient indicates that the higher the workload received by employees, the higher the level of work stress experienced.

These findings indicate that workload is one of the main sources of work pressure for ASN. Within the Inspectorate environment, employees not only face a large volume of

work but also demands for accuracy, time pressure, and limited resources in completing supervisory and inspection tasks. The combination of these demands can lead to fatigue, anxiety, and psychological pressure that increase work stress.

Theoretically, these findings are consistent with the view of Beehr and Newman (1978), who explain that work stress arises when job demands exceed an individual's ability to cope with them. These findings also support the Job Demands–Resources Model proposed by Demerouti et al. (2001), which emphasizes that high job demands without adequate supporting resources can develop into work pressure and burnout.

The findings show that workload falls within the very high category, as reflected by substantial task demands, time pressure, limited resources, and working conditions faced by employees. On the other hand, ASN work stress is also categorized as high, indicating that the high workload experienced by employees tends to be accompanied by increased psychological pressure in carrying out their work. This condition suggests that excessive job demands can influence the level of stress perceived by employees in completing their duties and responsibilities.

The findings of this study are supported by previous studies conducted by Dudija and Putri (2024), Tobing and Mesra (2023), and Shofi et al. (2024), which found that high workload significantly increases employee work stress. Thus, workload is not only a technical issue related to the amount of work assigned but also a psychological factor that can affect employee well-being.

The implications of these findings indicate that organizations need to pay attention to workload management as a strategy for controlling work stress. Proportional task distribution, the provision of adequate work resources, and proper time management in completing tasks are important in reducing the work pressure experienced by ASN.

The Effect of Supervisor Support on Work Stress

The results of this study indicate that supervisor support has a negative and significant effect on the work stress of Civil Servants (ASN) at the Inspectorate Office of Bolaang Mongondow Regency. This is evidenced by a coefficient value of -0.356, a t-statistic value of 2.994, which is greater than the t-table value of 1.96, and a p-value of $0.003 < 0.05$. Therefore, the fourth hypothesis (H4) is accepted. The negative coefficient indicates that the better the supervisor support received by employees, the lower the level of work stress experienced.

These findings indicate that supervisor support functions as a work resource that helps employees cope with job pressure. In the context of the Inspectorate, supervisor support is important because employees' work requires accuracy, compliance with procedures, and task completion within specified deadlines. Clear direction, open communication, and assistance in completing work can reduce job uncertainty, which is one of the main triggers of work stress.

Theoretically, these findings support the Social Support Theory proposed by House (1981), which explains that emotional, informational, and instrumental support from supervisors can reduce employees' psychological pressure. These findings are also relevant to the Perceived Organizational Support theory proposed by Eisenberger et al. (1986), which emphasizes that employees who feel valued and supported tend to have more stable psychological conditions.

The analysis results indicate that supervisor support falls within the supportive category, as reflected by good communication, the provision of motivation, appreciation, supervisor participation, and trust toward employees in carrying out their work. Meanwhile, ASN work stress is categorized as high, indicating that employees still face pressure in performing their duties and responsibilities. However, good supervisor support demonstrates an important role in helping employees cope with work pressure, thereby reducing the level of stress experienced by ASN within the work environment.

These findings are consistent with the studies conducted by Yang et al. (2016) and Kang and Kang (2016), which found that supervisor support can reduce work stress and improve employees' psychological well-being. Thus, supervisor support functions not only as technical assistance but also as a social mechanism that helps employees manage work pressure.

The implications of these findings indicate that organizations need to strengthen the role of supervisors as facilitators and work companions. Support provided consistently through direction, communication, and concern for employees' conditions can help reduce work stress and create a more conducive work environment.

The Effect of Work Stress on Performance

The results of this study indicate that work stress has a negative and significant effect on the performance of Civil Servants (ASN) at the Inspectorate Office of Bolaang Mongondow Regency. This is evidenced by a coefficient value of -0.279, a t-statistic value of 2.511, which is greater than the t-table value of 1.96, and a p-value of $0.012 < 0.05$. Therefore, the fifth hypothesis (H5) is accepted. The negative coefficient indicates that the higher the level of work stress experienced by employees, the lower the ASN performance tends to be.

These findings indicate that high work pressure can interfere with employees' ability to maintain productivity and the quality of work outcomes. ASNs experiencing work stress tend to face fatigue, concentration problems, anxiety, and decreased work motivation. These conditions can reduce employees' accuracy, consistency, and effectiveness in completing their work.

Theoretically, these findings are consistent with the view of Beehr and Newman (1978), who stated that work stress can affect employees' emotional conditions, behavior, and productivity. Luthans (2011) also explained that excessive work stress can disrupt individuals' psychological balance and reduce work effectiveness. In the context of this study, the high category of work stress reflects distress that negatively affects performance.

The analysis results indicate that ASN work stress falls within the high category, as reflected by the emergence of physiological, psychological, and behavioral symptoms in carrying out work activities. These conditions demonstrate that employees experience considerable work pressure in performing their duties and responsibilities. Nevertheless, ASN performance remains within the high category, indicating that employees are still able to maintain work quality and complete tasks effectively. However, the high level of work stress has the potential to affect employees' ability to achieve more optimal performance if it is not managed properly.

These findings are supported by the study conducted by Nasrul et al. (2023), which found that work stress can affect employee performance, particularly when stress levels are

high. Therefore, work stress needs to be understood as a psychological factor that can reduce productivity, work quality, and employees' behavioral stability.

The implications of these findings indicate that work stress management is an important component of strategies to improve ASN performance. Organizations need to create a healthier work environment through workload control, strengthening supervisor support, and providing work mechanisms that help employees manage pressure effectively.

The Effect of Workload on Performance Mediated by Work Stress

The results of this study indicate that work stress is able to mediate the effect of workload on the performance of Civil Servants (ASN) at the Inspectorate Office of Bolaang Mongondow Regency. This is evidenced by an indirect effect coefficient value of -0.104, a t-statistic value of 2.241, which is greater than the t-table value of 1.96, and a p-value of $0.025 < 0.05$. Therefore, the sixth hypothesis (H6) is accepted. These findings indicate that work stress acts as a partial mediating variable in the relationship between workload and performance.

The negative direction of the indirect coefficient indicates that high workload can increase work stress, and the increase in work stress ultimately reduces ASN performance. In other words, workload not only has a direct effect on decreasing performance but also has an indirect effect through the psychological mechanism of work stress.

These findings support the Job Demands–Resources Model proposed by Demerouti et al. (2001), which explains that high job demands can drain employees' energy, create work pressure, and ultimately reduce performance. In the context of this study, the high job demands within the Inspectorate, such as supervision, inspection, and administrative tasks, create pressure that contributes to increased work stress.

These conditions indicate that employees face considerable job demands and work pressure in carrying out their duties. Nevertheless, ASN performance remains within the high category, indicating that employees are still able to maintain work quality and complete tasks effectively. However, high workload and work stress still have the potential to hinder the achievement of more optimal performance if they are not managed effectively.

These findings are consistent with previous studies conducted by Yuli et al. (2023), Lestari et al. (2025), Herdiana and Sary (2023), and Meliani et al. (2024), which found that work stress mediates the relationship between workload and performance. Thus, work stress serves as a psychological pathway explaining how high workload can reduce employee performance.

The implications of this study indicate that efforts to improve ASN performance are not sufficient if they focus solely on setting work targets, but must also consider the psychological impact of workload. Organizations need to manage workload proportionally so that it does not develop into work stress that can reduce employee performance.

The Effect of Supervisor Support on Performance Mediated by Work Stress

The results of this study indicate that work stress is not able to mediate the effect of supervisor support on the performance of Civil Servants (ASN) at the Inspectorate Office of Bolaang Mongondow Regency. This is evidenced by an indirect effect coefficient value of 0.099, a t-statistic value of 1.689 which is smaller than the t-table value of 1.96, and a p-value of $0.092 > 0.05$. Therefore, the seventh hypothesis (H7) is rejected. These results indicate that the indirect effect of supervisor support on performance through work stress is not significant.

These findings indicate that supervisor support has a more direct influence on employee performance rather than through the mechanism of reducing work stress. Supervisor support in the form of clear direction, effective communication, involvement in task completion, and the provision of trust is able to directly improve the effectiveness and productivity of ASN work.

Theoretically, these results differ from the framework of the Job Demands–Resources Model proposed by Demerouti et al. (2001), which states that job resources such as supervisor support can improve performance through reducing work stress. However, in the context of this study, supervisor support functions more as a direct resource that helps employees complete their work more effectively, rather than as a psychological mechanism operating through work stress.

A contextual explanation for these findings can be observed from the characteristics of work within the Inspectorate environment, which are bureaucratic, administrative, and compliance-based. In such an environment, employee performance is more strongly determined by task clarity, work coordination, and leadership direction than by changes in stress levels. Therefore, although supervisor support may help reduce work pressure, this pathway is not strong enough to mediate the effect of supervisor support on performance.

These conditions indicate that although employees face considerable work pressure, support from supervisors is still perceived positively through direction, communication, motivation, and coordination in work activities. On the other hand, ASN performance remains within the high category, indicating that supervisor support is able to help employees maintain work quality and complete tasks optimally despite operating under high levels of work stress.

In addition, the characteristics of respondents, who were predominantly employees with relatively long work experience, may be one of the reasons why work stress did not function as a mediator. Experienced employees generally possess better adaptation and stress-coping abilities, so work pressure does not always become the primary pathway influencing performance. Robbins and Judge (2017) explain that work experience can help individuals become more emotionally stable and more capable of managing work pressure independently.

These findings differ from several previous studies, such as those conducted by Sulistyan et al. (2020), Syafi'i et al. (2023), Batubara and Abadi (2022), and Najiyati et al. (2025), which found that work stress could mediate the relationship between organizational support or supervisor support and performance. This difference indicates that the role of work stress as a mediator is contextual and may not apply universally across all types of organizations.

The theoretical implication of these findings is that the mediation model of work stress in the relationship between supervisor support and performance is not universal. In structured and regulation-based public organizations, supervisor support may function more dominantly as a direct factor that strengthens performance. Practically, organizations need to focus efforts to improve ASN performance on strengthening leadership quality, providing clear work direction, establishing effective communication, and increasing supervisor involvement in employees' work processes.

CONCLUSION

The results of this study indicate that workload, supervisor support, and work stress play important roles in influencing the performance of Civil Servants (ASN) at the

Inspectorate Office of Bolaang Mongondow Regency. Workload was found to have a negative and significant effect on performance, while supervisor support had a positive and significant effect on ASN performance. In addition, workload also had a positive effect on work stress, whereas supervisor support had a negative effect on work stress. This study also found that work stress had a negative effect on ASN performance.

From a mediating perspective, work stress was proven to mediate the effect of workload on ASN performance. These findings indicate that high job demands not only directly affect the decline in performance but also increase employees' psychological pressure, which ultimately reinforces the decline in work performance. In contrast, work stress was not able to mediate the effect of supervisor support on performance. This indicates that supervisor support plays a more direct role in helping improve the effectiveness and productivity of ASN work.

Contextually, the characteristics of work within the Inspectorate environment, which are bureaucratic, administrative, and regulation-compliance based, cause ASN to work under relatively high levels of work pressure. Under these conditions, supervisor support becomes an important factor in maintaining the stability and quality of employee performance. Therefore, organizations need to manage workload more proportionally, strengthen leadership quality, and create a work environment that helps employees manage work pressure effectively.

This study implies that improving ASN performance does not solely depend on achieving work targets but also on the organization's ability to maintain a balance between job demands, work support, and employees' psychological conditions. However, this study still has several limitations, particularly regarding the research scope, which was limited to a single government institution, and the use of a cross-sectional research design, which was unable to capture changes in employee conditions over the long term.

Therefore, future studies are recommended to use a broader sample scope, involve different government institutions, and consider other variables that may influence ASN performance, such as organizational culture, work motivation, and work-life balance. In addition, future research may further develop the research model by incorporating moderating variables, such as self-efficacy and work-life balance, to better understand how individuals' abilities to manage work pressure and maintain work-life balance may strengthen or weaken the relationships among workload, work stress, and employee performance. Future studies are also recommended to employ a longitudinal approach in order to provide a more comprehensive understanding of the dynamics of workload, work stress, and employee performance over time.

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