

The Influence of Organizational Support and Turn of Duty on Performance Through Work Engagement in the Surabaya Transportation Department

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ARTICLE INFO

Keywords: Performance, Organizational Support, Turn of Duty, Work Engagement

Received : 28, May

Revised : 25, June

Accepted: 27, July

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ABSTRACT

This research aims to examine the effect of organizational support and turn of duty on employee performance through work engagement at the Surabaya City Transportation Agency. This study uses a quantitative approach and survey technique involving Civil Servants at the Surabaya City Transportation Agency as respondents. Data was collected through questionnaires distributed to employees. Data analysis was performed using statistical techniques to test the relationships between the variables studied. The sample of this study consists of 76 staff-level employees from various work units and educational levels. The data from the sample were analyzed using Structural Equation Modelling (SEM) based on partial least squares (SEM-PLS). The findings indicate that: 1) organizational support has a non-significant effect on performance; 2) turn of duty has a non-significant effect on performance; and 3) organizational support has a significant effect on performance through work engagement; 4) turn of duty has a significant effect on performance through work engagement. This indicates that although employee engagement at the workplace increases both through organizational support and turn of duty, it does not directly or indirectly enhance employee performance. Work engagement acts as a crucial mediator where employees who feel engaged with their work tend to have a better understanding of their duties and responsibilities and are intrinsically motivated to work responsibly.

INTRODUCTION

Human resources (HR) are the primary resources in an organization. Therefore, HR must be managed well to provide maximum contributions to the business. A successful business must effectively manage its human resources. One indicator of an organization's prosperity is the implementation of good representation. Competent and professional human resource management can help employees perform at their best. The performance of all components within the organization must be enhanced. Employees are a very valuable asset to the organization, so they must be managed well to achieve the best results for the company. The continuous achievement of organizational goals is what is meant by performance. Every association, whether government or private, must involve devices as a hierarchical design that includes groups that play a role in achieving these goals. The willingness and desire of employees to perform their duties according to the responsibilities given are what determine employee performance, not something that happens automatically. Companies always have plans on how to advance the careers of each employee, just as employees always have their plans on how to advance their careers and achieve their maximum potential (Amavisca & Sukarno, 2023).

The Surabaya Transportation Department is one of the Regional Apparatus Organizations in the Surabaya City Government that handles transportation affairs. Every three months, the Surabaya City Government conducts a 360-degree performance behavior assessment. This means supervisors assess the performance of subordinates, subordinates assess the performance of supervisors, and peers assess each other's performance. The following are the average performance assessment results of the Surabaya Transportation Department over four quarters in 2022 and 2023.

Table 1.1 Average 360-degree performance assessment per dimension in 2022

Performance Measurement	Average score 2022			
	Quarter I	Quarter II	Quarter III	Quarter IV
Service-oriented	90,15	89,24	90,16	85,98
Accountable	90,05	88,58	90,03	85,86
Competent	89,99	88,42	89,96	85,92
Harmonious	90,73	88,34	90,05	85,90
Loyal	87,83	87,85	90,07	85,80
Adaptive	87,62	88,65	89,74	85,77
Collaborative	89,08	88,16	89,90	85,71
Commitment	89,98	88,25	89,71	85,69
Decision-making	87,20	88,25	89,89	85,62

Leadership	89,50	88,75	89,84	85,59
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Source : Report generates 2022 e-performance score for the Surabaya Transportation Department from the web page <http://eperformance.surabaya.go.id/2022>

Table 1.2 Average 360-degree performance assessment per dimension in 2023

Performance Measurement	Average score 2023			
	Quarter I	Quarter II	Quarter III	Quarter IV
Service-oriented	86,00	87,25	88,74	88,35
Accountable	85,88	87,22	88,57	88,05
Competent	85,94	87,10	88,66	88,34
Harmonious	85,93	87,14	88,80	88,33
Loyal	85,83	87,15	88,72	88,33
Adaptive	85,81	86,98	88,63	88,23
Collaborative	85,74	86,82	88,09	87,66
Commitment	85,72	86,86	88,47	87,61
Decision-making	85,65	86,80	88,34	87,32
Leadership	85,62	86,84	88,53	87,96

Source: Report generates 2023 e-performance score for the Surabaya Transportation Department from the web page <http://eperformance.surabaya.go.id/2023>

From the average assessments, all average results tend to be stagnant, with a significant decline in the first quarter of 2022 and 2023. This indicates that there has been no significant performance improvement, suggesting that the problem is that employee performance tends to be stagnant or even declining, as seen in the comparison table between 2022 and 2023. This tendency might be related to organizational support, turn of duty, and work engagement. The Surabaya City Government has also developed the e-docu application, where all Surabaya City Government employees upload all their personnel documents to facilitate personnel administration processes. However, since the application was developed in 2020, as of February 2024, the digital document completion rate of employees at the Surabaya Transportation Department has not yet reached 100%, more precisely 95.91% as of April 2024. This means there are employees whose e-docu completion is not yet 100%. The indiscipline of some civil servants in not fully completing the e-docu affects the personnel services they receive. Therefore, when dealing with promotions, study permits, or other personnel matters, it will

certainly complicate the personnel Service in searching for files. Several reasons mentioned by civil servants, based on brief interviews conducted by the researchers, for the incomplete e-docu include the lack of scanners or computers to digitize personnel archive files. Support for scanners and assistance to digitize these personnel archive files is needed by employees to ensure their e-docu completion can reach 100%.

Toqwy & Edward (2021), quoting Rhoades & Eisenberger, define the perception of organizational support as a situation where employees believe that their employer values and cares for them. The representatives' trust in the association where they work can drive their wisdom regarding the extent to which the association values their commitment and often considers government assistance. Turn of duty is one factor that can impact employee performance. According to Megantara et al. (2019) and Kaymaz, turn of duty affects employee performance, thus enhancing work productivity. According to Al Akbar and Sukarno (2023), turn of duty can also be utilized by businesses to eliminate employee boredom due to repetitive activities. Individual factors, organizational factors, and psychological factors all impact performance. According to Bakker et al. (2011), engagement is a concept that addresses the positive psychological aspects of an individual's relationship with their job. Work commitment is an important viewpoint that representatives must possess. Work commitment is a condition where hierarchical individuals acknowledge that they have a job and will provide what is necessary to complete it as expected. In literature and everyday conversation, the term "work engagement" is also referred to as "employee engagement." Alfiyanto & Sukarno (2023) define employee engagement as an attitude in the workplace that inspires employees to strive for excellence daily and commit to the organization's goals and values. The Surabaya Transportation Department seeks to develop performance by analyzing civil servants on how to achieve good performance. To achieve good performance, employees must have high work engagement. Therefore, it is necessary to examine how turn of duty and organizational support for employees can create a high sense of engagement with their work, so employees also have a "sense of belonging" to the institution where they work. Since the government is not a profit-oriented organization, a high awareness of serving the public is required.

LITERATURE REVIEW

The theory used in this research is organizational behavior theory, which plays a crucial role in determining managerial effectiveness by emphasizing the importance of communication and leadership skills in addition to technical and quantitative skills through a deep understanding of human behavior in the workplace.

Organizational Behavior Theory

Robbins and Judge (2011) in their book entitled "Organizational Behavior, 14th Edition," defined organizational behavior as a field of study that examines the impact of individuals, groups, and structures on behavior within organizations, with the aim of applying this knowledge to enhance organizational effectiveness. This field employs a systematic, evidence-based

approach to understanding and predicting workplace behavior, as well as integrating interpersonal, technical, and conceptual skills to manage and lead more effectively. Furthermore, organizational behavior theory identifies various managerial activities, such as planning, decision-making, resource allocation, and directing tasks to achieve organizational goals. By adopting an evidence-based approach, managers are expected to make decisions that are more informed and based on the best available scientific evidence, while still considering intuition and experience as complementary components in the decision-making process.

Definition of Performance

According to Mangkunegara, as cited in Harjasa and Swasti (2022), performance refers to the achievements, in terms of both quantity and quality, obtained by workers in carrying out their assigned tasks and responsibilities. Employee performance is often required to align with the organization's work program, as it reflects the level of the organization's performance in achieving its vision, mission, and goals, which are defined as the completion of assigned tasks.

There are six indicators of employee ability that can be used to assess employee performance According to Robbins, as cited in Premesti and Yuniningsih (2023), namely: quality of performance, quantity of work, timeliness, effectiveness of resource utilization, independence, and commitment. Meanwhile, Mangkunegara, as cited in Fidianingrum and Sukarno (2021), stated that measuring employee performance requires attention to several indicators, including work quality, work quantity, task implementation, and responsibility.

Definiton of Organizational Support

According to Rhoades and Eisenberger, as cited in Toqwy and Edward (2021), perceived organizational support refers to an employee's confidence in their workplace and the organization's valuation of their contribution, as well as the organization's concern for their well-being. Furthermore, Robbins and Judge, as cited in Onsardi et al. (2019), defined perceived organizational support as the extent to which employees believe that the organization values their contributions and cares about their welfare. According to Rhoades and Eisenberger, as cited in Rosyiana (2019), the indicators to measure perceptions of organizational support include:

- The organization's appreciation for the work carried out by employees.
- The organization's appreciation for the efforts made by employees.
- The organization's attention to various employee complaints regarding their work and personal lives.
- The organization's concern for employee welfare.
- The organization's notification to employees when they make mistakes at work.
- The organization's concern for employee satisfaction in their work.

- The organization's pride in employee achievements at work.

Definition of Turn of Duty

According to Purba (2020), turn of duty to the activity of moving employees from one job to another. Employees who undergo turn of duty aim to overcome the monotonous nature of highly specialized jobs by providing opportunities to utilize a variety of skills. The purpose of turn of duty is to offer job variations to employees, transitioning them from one field of work to another. The indicators of turn of duty, according to Edwan and Hidayat (2013), are experience, knowledge, needs, work performance, and responsibility. Meanwhile, Warsi (2019) explains that there are six factors that influence employee transfers, namely knowledge, skills, education, environment, and experience.

Definiton of Work Engagement

According to Riadi (2021), work engagement is an attitude or condition in an individual, where an employee has a positive attitude regarding their behavior in the workplace, which is indicated by increased performance at a higher level, commitment to the organization, a sense of ownership and pride in the work they do. This is characterized by enthusiasm (vigor), dedication, and appreciation (absorption) in their work. Furthermore, Chan et al. (2020) stated that there are three indicators of work engagement, including vigor, dedication, and absorption.

The Relationship Between Variables

The Influence of Organizational Support on Performance

Employee engagement is positively and significantly influenced by organizational support. Employee attachment to the organization can be enhanced by receiving forms of organizational support that are social, instrumental, and informational. Hierarchical support will greatly impact an individual's behavior and job performance. This is because employees perceive organizational support as evidence that the business values and cares about their well-being. According to Man and Hadi, as cited in Fitriani et al. (2022), positive Perceived Organizational Support indicates that when employees feel genuine support from the organization, they will feel truly connected and appreciated, which they can reciprocate by delivering better performance.

H1: Organizational support has a significant positive effect on employee performance at the Surabaya Transportation Department.

Influence of Turn of duty on Performance

Turn of duty refers to the transfer of employees from one job to another, either within the same unit or outside the unit. Turn of duty can occur at the employee's request or by the decision of the company or institution, and it can involve equivalent levels, higher levels, or even lower levels. Employees who experience turn of duty must adjust to new environments and jobs, which requires time for adaptation, varying from person to person.

As indicated by Sutrisno et al. (2023), performing the same routine task for a long period can lead to fatigue and burnout, thereby reducing the energy for work. Employee performance will decline when their work enthusiasm decreases. Meanwhile, Manggarsih in Onsardi & Arianto (2020) states that an indirect benefit of job turn of duty for businesses is that employees with broader job-related skills will be better able to schedule work, manage leave, and adapt to changes. Turn of duty has a significantly positive impact on employee performance according to the study by Megantara et al. (2019).

H2: Turn of duty has a significant positive effect on employee performance at the Surabaya Transportation Department.

Influence of Organizational Support on Performance through Work Engagement

According to Nusannas et al. (2020), employees with a high level of psychological involvement or engagement in their work will naturally work harder, which can impact their performance. Employee performance can also be influenced by organizational support. According to Sajdah & Lukiyana (2018), a comfortable and conducive work environment can be realized thanks to positive support from leaders and colleagues. As a result, there is a relationship between performance, organizational support, and work engagement, with the assumption that employee performance in an organization will increase along with this relationship. The study by Diana and Frianto (2021) also shows that hierarchical support and representative commitment simultaneously influence execution.

H3: Organizational support has a significant positive effect on performance through work engagement at the Surabaya Transportation Department.

Influence of Turn of Duty on Performance through Work Engagement

When representatives have high work commitment, they will express their thoughts sincerely, intellectually, and genuinely while working, almost without pressure, as demonstrated by their full responsibility for their work and commitment to achieving their targets (Laksono & Wardoyo, 2019). This explains why employees with high levels of turn of duty also tend to perform poorly. Conversely, the study by Hudiyah & Syaodih (2022) shows that turn of duty and job turn of duty together have a positive and significant impact on employee performance. However, further research on turn of duty management methods is needed. To conduct research on the impact of turn of duty on employee performance, an instrument or medium is required. The instrument discussed here consists of indicators that will serve as references in assessing employee performance.

H4: Turn of duty has a significant positive effect on performance through work engagement at the Surabaya Transportation Department.

Conceptual Framework

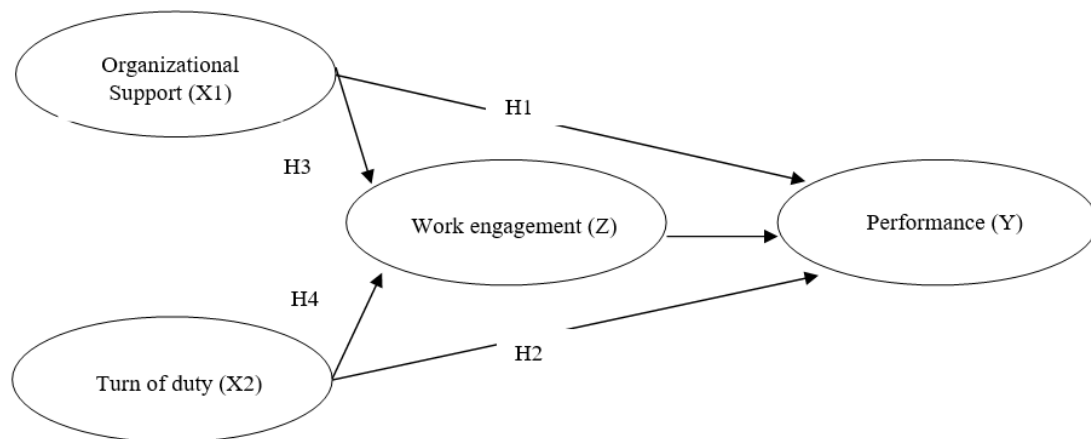


Figure 1: Conceptual Framework

METHODOLOGY

This research involves four study variables, each with the following operational definitions: Organizational Support (X1) with research indicators referring to Rhoades and Eisenberger in Rosyiana (2019), encompassing support for resources, career development, and work-life balance. Next, Turn of duty (X2) with research indicators based on Edwan (2013) and Warsi (2019), covering experience, knowledge, and environment. Then, Performance (Y) with research indicators according to Robbins in Premesti & Yuniningsih (2023) and Fidianingrum & Sukarno (2021), including timeliness, work quantity, and resource effectiveness. Lastly, Work engagement (Z) with research indicators based on Chan et al. (2020), encompassing vigor (energy and persistence), dedication (support and social involvement), and absorption (attention and immersion).

This research employed a survey-based quantitative approach. The variables were measured using a Likert scale. The Likert scale consisted of statements or items followed by an ordinal scale with sequential answer choices, ranging from "Strongly Disagree" to "Strongly Agree". Data was collected via Google Forms from civil servants at the Surabaya City Transportation Service. The research was conducted in April 2024. As of March 2024, the agency employed a total of 225 civil servants. The sample size was determined using the Slovin formula, with a margin of error of 0.1. The Slovin formula, as proposed by Pradipta and Yuniningsih (2023), is used to calculate the sample size from a known population. The precision or error tolerance was set at 10% as the population was less than 1,000. Therefore, a minimum of 70 respondents were sampled. The calculation of the sample size using the Slovin formula is as follows:

$$n = N / (1 + N \times e^2)$$

where

n = sample size

N = population size (225)

e = margin of error (0.1)

Substituting the values, the
 calculated sample size is :
 $n = 225 / (1 + 225 \times 0.1^2)$
 $n = 225 / 3.25$
 $n = 69.23$ (rounded up to 70)

The data collected from the 70 respondents was analyzed using Structural Equation Modeling (SEM) with the Partial Least Squares (PLS) approach.

RESEARCH RESULT AND DISCUSSION

Overview of Respondents

Table 4.1 Overview of Respondents

Description of Respondents		
Gender :		
Male	48	63.2
Female	28	36.8
Age :		
< 25 years	0	0
25 - 30 years	6	7.9
31 - 35 years	6	7.9
36 - 40 years	7	9.2
> 40 years	57	75
Education Level :		
High School/Vocational School	32	42.1
Diploma (1/2/3)	8	10.5
Diploma 4	1	1.3
Bachelor's Degree	32	42.1
Master's Degree	3	3.9
Work Units :		
-General Affairs and Personnel	14	18.4
-Finance	10	13.2
-Traffic Supervision and Control	3	3.9
-Motor Vehicle Testing	17	22.4
-Transport Planning and Development	1	1.3
-Road Transport and Terminals	5	6.6
-Traffic Management and Engineering	4	5.3
-Provision of Traffic Equipment	5	6.6
-Provision of Transportation Infrastructure	3	3.9
-Transportation Infrastructure Maintenance	3	3.9
-Public Transportation Management Unit	6	7.9
-Public Roadside Parking	5	6.6

Source: Data analysis results, 2024

Based on the table, it can be described that the total number of respondents is predominantly male, with the majority aged over 40 years. The educational level is balanced between high school / vocational school and Bachelor's degree. The largest number of respondents are from the Motor Vehicle Testing unit.

Variable Description

The questionnaire in this research includes Likert scale statements for each variable, whether independent, dependent, or mediating. The questionnaire distributed to respondents consists of 12 statements divided into 4 categories.

Table 4.2 Variable Description

Indicator	Skor					Mean	Loading Factor
	1	2	3	4	5		
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree		
Organizational Support (X1)							
- Support for resources (X1.1)	1	0	3	32	40	4.4474	0.773
- Support for career development (X1.2)	0	0	3	26	47	4.5789	0.875
- Support for work-life balance (X1.3)	0	0	1	23	52	4.6711	0.796
Turn of duty (X2)							
- Experience (X2.1)	1	1	11	34	29	4.1711	0.842
- Knowledge (X2.2)	0	3	9	39	25	4.1316	0.826
- Environment (X2.3)	5	17	20	19	15	3.2895	0.397
Performance (Y)							
- Work Quantity (Y1)	0	9	13	37	17	3.8158	0.791
- Timeliness (Y2)	0	0	3	26	47	4.5789	0.879
- Resource Effectiveness (Y3)	6	11	31	21	7	3.1579	-0.046
Work engagement (Z)							
- Vigor / enthusiasm (Z1)	2	0	4	26	44	4.4474	0.559
- Dedication (Z2)	0	0	1	25	50	4.6447	0.875
- Absorption (Z3)	0	0	7	33	36	4.3816	0.830

Source: Data analysis results, 2024

Convergent Validity Test

Convergent validity refers to the relationship between constructs and latent variables. It assesses the consistency of measuring the quality of individual components through normalized factor loadings. The magnitude of the correlation between each measurement item (indicator) and its construct is referred to as the standardized loading factor. If the correlation value is greater than 0.5, it is considered valid.

Table 4.3 Convergent Validity Test Results

Indicator	(X1)	(X2)	(X3)	(X4)
X1.1	0.773			
X1.2	0.875			
X1.3	0.796			
X2.1		0.842		
X2.2		0.826		
X2.3		0.397		
Y1			0.791	
Y2			0.879	
Y3			-0.046	
Z1				0.559
Z2				0.875
Z3				0.830

Source: Data analysis results, 2024

The indicator was removed from the model, as shown in Table 4.9, after data processing with Smart PLS. Below is the table of data processing results to determine the Loading Factor values after eliminating indicators X2.3 and Y3:

Table 4.4 Outer Loading Validity Test Results (Factor Loading) after eliminating indicators with Loading Factor values less than 0.50

Indicator	(X1)	(X2)	(Y)	(Z)
X1.1	0.775			
X1.2	0.873			
X1.3	0.796			
X2.1		0.832		
X2.2		0.888		
Y1			0.821	
Y2			0.860	
Z1				0.535
Z2				0.879

Z3				0.835
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Source: Data analysis results, 2024

Discriminant Validity

The correlations between constructs and the square root of AVE values for each construct are compared to determine discriminant validity. The inter-construct correlations should be less than the square root of AVE values. This validation is related to the rule that different constructs should not overlap too much. Discriminant validity occurs when two distinct constructs that form unique instruments are estimated to produce non-overlapping scores.

Table 4.5 Discriminant Validity Experiment Results

	Organizational Support (X1)	Turn of duty (X2)	Performance (Y)	Work engagement (Z)
(X1)	0.816			
(X2)	0.525	0.765		
(Y)	0.406	0.608	0.841	
(Z)	0.446	0.549	0.456	0.861

Source: Data analysis results, 2024

Discriminant validity is achieved when the square root of AVE is greater than the correlations between variables in Table 4.11. For instance, the variable Organizational Support (X1) with its three indicators (X1.1 to X1.3) has a square root of AVE of 0.816, higher than the correlation values of 0.525, 0.406, 0.446, and so forth. This indicates that the Organizational Support (X1) variable meets the discriminant validity criteria. Overall, it shows that all research variables – Organizational Support, Transfer, Job Involvement, and Performance – have square root AVE values greater than the correlations with other variables, confirming discriminant validity.

Table 4.6 Cross Loading Results

Variable	Indicators	Cross Loading			
		(X1)	(X2)	(Y)	(Z)
Organizational Support	X1.1	0.775	0.471	0.313	0.412
	X1.2	0.873	0.318	0.428	0.455
	X1.3	0.796	0.312	0.228	0.418
Turn of duty	X2.1	0.260	0.832	0.306	0.466
	X2.2	0.448	0.888	0.466	0.481
Performance	Y1	0.306	0.510	0.821	0.436
	Y2	0.373	0.271	0.860	0.580
Work engagement	Z1	0.266	0.156	0.179	0.535
	Z2	0.523	0.409	0.627	0.879
	Z3	0.376	0.598	0.463	0.835

Source: Data analysis results, 2024

Construct Validity and Reliability

The Average Variance Extracted (AVE) values, which indicate the amount of variance in the indicators that is captured by the latent variables, are the next measurement model. A focused AVE value greater than 0.5 also demonstrates substantial legitimacy for the latent variables. The Average Variance Extracted (AVE) values for each construct (variable) reveal reflective indicator variables. If the AVE value for each construct is greater than 0.5, it indicates a good model is needed.

Table 4.7 Construct Validity

	Average Variance Extracted (AVE)	Explanation
(X1)	0.666	Valid
(X2)	0.741	Valid
(Y)	0.707	Valid
(Z)	0.586	Valid

Source: Data analysis results, 2024

The test results indicate that the AVE (Average Variance Extracted) values for the constructs (variables) Organizational Support, Transfer, Job Involvement, and Performance are greater than 0.5, indicating reliability.

Table 4.8 Construct Reliability

	Cronbach's alfa	Composite reliability (rho_a)	Composite reliability (rho_c)	Explanation
(X1)	0.749	0.767	0.856	Reliabel
(X2)	0.765	0.767	0.851	Reliabel
(Y)	0.759	0.759	0.829	Reliabel
(Z)	0.756	0.750	0.803	Reliabel

Composite reliability values are used to measure construct reliability. Constructs are considered reliable if the composite reliability values are above 0.70, indicating stability in estimating latent variables. The test results show that Organizational Support, Transfer, Job Involvement, and Performance are reliable constructs with composite reliability values greater than 0.7. Two types of hypothesis testing are used in evaluating the structural model (inner model): direct effects and indirect effects. The purpose of hypothesis testing is to determine whether endogenous variables can be influenced by exogenous variables to support the research hypotheses, resulting in the following PLS model.

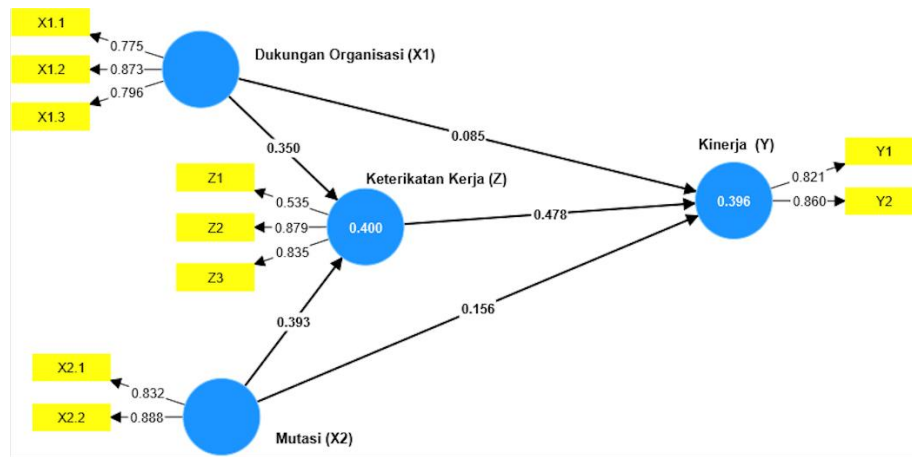


Figure 2. PLS Model

Bootstrapping is used to obtain significance testing results for the structural model, where a p-value less than 0.05 (at a significance level of 5%) indicates statistical significance.

Table 4.9 Significance Testing Results

Hypotheses		Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistic (O/STDEV)	P Values
Direct Effect						
H1	Organizational Support (X1) -> Performance (Y)	0.085	0.081	0.126	0.679	0.497
H2	Turn of duty (X2) -> Performance (Y)	0.156	0.165	0.170	0.914	0.361
Indirect Effect						
H3	Organizational Support (X1) -> Work engagement (Z) -> Performance (Y)	0.167	0.178	0.082	2.050	0.040
H4	Turn of duty (X2) -> Work engagement (Z)	0.188	0.188	0.078	2.396	0.017

Source: Data analysis results, 2024

Description of the significant testing results is as follows:

1. Organizational Support does not have a significant positive effect on

Performance with a path coefficient of 0.085 and a p-value of 0.497, which is greater than the significance level $\alpha = 0.05$ (5%). With these results, research hypothesis H1 is rejected.

2. Turn of duty does not have a significant positive effect on Performance with a path coefficient of 0.156 and a p-value of 0.361, which is greater than the significance level $\alpha = 0.05$ (5%). Therefore, research hypothesis H2 is rejected.
3. Organizational Support has a Positively Significant Influence on Performance through Work engagement with a path coefficient of 0.167 and a p-value of 0.040, which is smaller than the significance level $\alpha = 0.05$ (5%). With these results, research hypothesis H3 is accepted.
4. Turn of duty has a Positively Significant Influence on Performance through Work engagement with a path coefficient of 0.188 and a p-value of 0.017, which is smaller than the significance level $\alpha = 0.05$ (5%). Therefore, research hypothesis H4 is accepted.

The Impact of Organizational Support on Performance

The findings of the study indicate that employee performance is not significantly influenced by organizational support. This suggests that the organizational support provided by the Surabaya Transportation Department has not had a sufficient impact on employee performance. Employee performance may be more influenced by intrinsic motivation, competence, or leadership rather than organizational support. These findings are consistent with the research of Fitriani et al., Rosid et al. (2023), Ariyanti & Rijanti (2022), and Rosid et al. (2022), which concluded that employee performance is not influenced by organizational support. This implies that employee performance has not improved despite organizational support, indicating a persistently low level of performance. However, these findings differ from those of Sandria et al. (2022) and Nabila & Ratnawati (2021), which showed that organizational support contributes to performance. This means that employee performance is correlated with the level of organizational support they receive.

Initially, respondents perceived organizational support as balancing work and personal life. However, research revealed that the highest loading factor was career development support. This indicates that work-life balance alone is insufficient without robust career development. These findings suggest that although overall organizational support does not contribute to performance, career development support plays a more significant role in enhancing employee performance. Therefore, the organization must focus more on employee career development to improve the performance outcomes.

The Impact of Turn of duty on Performance

The study's findings show that turn of duty has a minimal impact on performance. This suggests that employee performance is negatively affected by turn of duty at the Surabaya Transportation Department. Employees may feel comfortable in their current positions, contributing to this outcome. These findings align with the research of Sukarno and Al Akbar (2023), Widiyawanto and Muljaningsih (2023), and Juita (2023), which suggest that turn of duty

significantly impacts performance. This indicates that employees are more influenced by stability and comfort. Conversely, these findings differ from those of Onsardi & Arianto (2020), Duriani (2022), and Nasution et al. (2022), which showed that turn of duty affects employee performance. Turn of duty can enhance employees' skills and knowledge, adaptability, and flexibility. Additionally, new challenges can inspire employees to work more effectively, and properly executed turn of duty can result in accurate and successful task completion.

This study found that work experience is a strong factor influencing performance. This demonstrates that work experience is the most significant factor affecting employees' perceptions of turn of duty effectiveness and their performance. Employees with more experience are likely to adapt more easily to new positions or tasks because they already possess extensive skills and knowledge. Experience also enables employees to handle the challenges of turn of duty with greater confidence and efficiency. Therefore, it is essential to consider employees' experience when planning and implementing turn of duty to ensure that the process enhances performance.

The Impact of Organizational Support on Performance Through Work Engagement

The study's findings indicate that employee performance can be enhanced through work engagement and that organizational support contributes to performance through work engagement. This suggests that employees' work engagement will influence their performance if the Surabaya Transportation Department provides greater organizational support. These findings are consistent with Fitriani et al. (2022), which found that employee engagement is influenced by organizational support. This indicates that employee engagement will also increase with organizational support. However, employee engagement will be low if organizational support is low. Increased commitment from representatives enhances performance, indicating that high performance results from high employee engagement.

However, if representatives' commitment is low, performance will also be low. According to Ambarsari's (2021) research, employee engagement significantly mediates the impact of organizational support on performance. This suggests that increased employee engagement, which leads to improved performance, accounts for part of the positive impact of organizational support on employee performance. This indicates that although employee performance is directly influenced by organizational support, employee engagement can have a more substantial and significant impact. However, these findings differ from Wahyuni's (2019) study, which showed that organizational support does not affect employee engagement but influences employee performance through employee engagement.

The Impact of Turn of duty on Performance Through Work Engagement

The study's findings show that turn of duty influences work engagement, which in turn improves performance. This suggests that when employees experience turn of duty, it can lead to increased engagement with their work,

ultimately enhancing their performance. These findings align with Andriansyah et al. (2022), which found that turn of duty impacts employee motivation, reward systems impact employee motivation, turn of duty affects employee loyalty, implying work engagement, reward systems impact employee loyalty, work motivation affects employee loyalty to the company, work motivation mediates employee loyalty through turn of duty, and work motivation mediates employee loyalty through reward systems.

However, these findings differ from Agustian's (2021) study, which found no contribution between turn of duty and employee engagement. In this case, turn of duty only significantly impacts work engagement among employees with high adaptability and flexibility levels, while for others, turn of duty decreases their work engagement and performance. These findings also differ from Edalmen and Ngadiman's (2019) study, which found that distributive and procedural justice contribute to employee engagement. Additionally, their study showed that employee engagement does not contribute to turnover intentions. Work engagement can mediate the impact of turn of duty on performance. This study found that dedication is a strong factor influencing work engagement. Employees who have been in a specific job for a long time and feel comfortable are often reluctant to be rotated. This is due to high work engagement, where employees have become accustomed to their tasks and work environment. High work engagement can make employees less ready to adapt to changes, including turn of duty. However, high work engagement can also increase employees' dedication and motivation, making them more prepared to adapt to changes and enhance performance. Therefore, organizations can enhance employee engagement by providing distributive and procedural justice, improving the quality of work life, and increasing job satisfaction.

CONCLUSIONS AND RECOMMENDATIONS

The findings of this research indicate that organizational support and turn of duty do not directly contribute to performance at the Surabaya Transportation Department. However, when mediated by work engagement, both factors contribute to performance. This demonstrates that work engagement plays a crucial mediating role in the relationship between organizational support, turn of duty, and employee performance. In this context, organizational support and turn of duty are not sufficient to enhance performance without strong work engagement. Organizational support does not have a direct impact on performance because employees feel that the organization is obligated to provide support to its employees. For example, in the case of promotions, employees believe it is their right to receive promotions according to regulations. However, when linked to work engagement, organizational support has a significant impact because employees feel more connected to their work, leading to improved performance. For instance, when employees are given opportunities for career development, such as higher education by their leaders, it fosters high motivation and work engagement, thereby enhancing their dedication to the organization.

Similarly, turn of duty does not directly affect performance. Employees who are rotated do not necessarily experience performance improvement because they may perceive turn of duty as an organizational obligation. Turn of duty is often seen as an administrative step necessary for organizational operations, rather than direct support that motivates employees. However, when turn of duty is connected to work engagement, the impact can be different. If turn of duty is managed in a way that employees feel valued and recognized for their competencies, it can enhance their engagement with their work and the organization. For example, employees who are rotated to positions or units that better align with their skills and interests will feel more motivated and enthusiastic. They will view turn of duty as an opportunity for growth, rather than just a change in work location. Work engagement can be understood as the level of commitment, motivation, and emotional involvement employees have with their work. Employees who feel supported by the organization and experience beneficial turn of duties are more likely to feel motivated and engaged with their work. This can lead to performance improvements, as engaged employees tend to be more dedicated, productive, and willing to fully participate in the organization's mission.

To enhance employee performance at the Surabaya Transportation Department, the organization should focus on strengthening organizational support by providing adequate facilities, implementing regular training programs, and facilitating effective communication, as well as establishing a robust recognition and reward system for employee achievements. Additionally, the management of job rotations should be improved to consider employee readiness and fit with the new positions. Crucially, the department should prioritize the promotion of work engagement by creating a conducive work environment that supports work-life balance, offering clear career development opportunities, and organizing activities to strengthen employee relationships and build a positive work culture. Periodic evaluation of the effectiveness of organizational support and job rotation programs, coupled with the utilization of employee feedback, will enable the department to continuously improve its policies and initiatives. Future research should also investigate the relationships between work-life balance, career development, and their impact on the proposed model.

ADVANCED RESEARCH

In writing this article the researcher realizes that there are still many shortcomings in terms of language, writing, and form of presentation considering the limited knowledge and abilities of the researchers themselves. Therefore, for the perfection of the article, the researcher expects constructive criticism and suggestions from various parties.

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