

MODEL FOR IMPROVING PERFORMANCE THRU JOB SATISFACTION IN THE FAMILY ASSISTANCE TEAM IN SOUTH LAMPUNG REGENCY

**Indah Suprihatin¹,
Andala Rama Putra Barusman²,
Tina Miniawati Virgawenda Barusman³**

E-mail : indahopeh@gmail.com

¹ Universitas Bandar Lampung, Lampung Indonesia

² Universitas Bandar Lampung, Lampung Indonesia

³ Universitas Bandar Lampung, Lampung Indonesia

ABSTRACT

This research adopted a quantitative survey design. The study involved 2,238 TPK members as the population, from which 340 respondents were selected using the Slovin formula and proportionate stratified random sampling. Questionnaires were used to gather the data, which were then processed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) through SmartPLS 4. The findings reveal that competence, workload, and organizational support do not significantly influence TPK members' performance. Competence and organizational support, however, positively and significantly contribute to job satisfaction, whereas workload shows no significant relationship with it. Job satisfaction is also found to have a positive and significant effect on performance. The mediation test indicates that job satisfaction fully mediates the effects of competence and organizational support on performance, but does not mediate the effect of workload on performance. Overall, the study highlights job satisfaction as an important factor in improving TPK members' performance. Therefore, performance improvement should involve not only strengthening competence and organizational support but also creating conditions that foster greater job satisfaction.

Keywords: *Competence; Workload; Organizational Support; Job Satisfaction; Performance; Family Assistance Team.*

Introduction

Improving the quality of human resources is a fundamental prerequisite for achieving sustainable national development. One of the most critical determinants of human resource quality is children's health and nutritional status during the early stages of life (Bouaziz & Smaoui Hachicha, 2018). Chronic malnutrition that results in impaired linear growth remains a major public health challenge because its consequences extend beyond physical growth to include cognitive development, learning capacity, future productivity, and overall human capital. Consequently, reducing the prevalence of impaired child growth has become a national development priority, supported by integrated policies that emphasize multisectoral collaboration and continuous family-based interventions (Nguyen et al., 2020).

4st Edition, September, 26

Journal Homepage: <http://journal.ubl.ac.id/index.php/mabuss>

*Corresponding Author

Email address:

The effectiveness of family assistance programs is a key determinant of the success of efforts to reduce impaired child growth. Family assistance teams play a strategic role in providing education on balanced nutrition, maternal and child health, appropriate parenting practices, and healthy lifestyles while facilitating access to essential healthcare services (Khan et al., 2023). In addition, these teams monitor the health conditions of pregnant women, breastfeeding mothers, and young children to ensure that families receive timely guidance and appropriate interventions. Because family assistance team members interact directly with communities on a regular basis, their performance substantially influences the effectiveness and sustainability of child growth prevention programs (Saoula et al., 2023).

South Lampung Regency has demonstrated encouraging progress in reducing the prevalence of impaired child growth. The prevalence declined from 30.39 percent in 2019 to 9.9 percent in 2024, exceeding the national target of 14 percent for the same period. Despite this achievement, the declining prevalence does not necessarily indicate that family assistance activities have been implemented optimally. The regency has 746 family assistance teams consisting of 2,238 members distributed across 260 villages in 17 subdistricts. The extensive geographical coverage, diverse community characteristics, and large number of beneficiary families create increasingly complex responsibilities for team members. These conditions require adequate competencies, effective organizational support, and efficient work management to ensure high-quality service delivery.

Program monitoring and evaluation have identified several operational challenges that continue to hinder the effectiveness of family assistance activities. These challenges include delays in submitting activity reports, unequal access to technical training, high family-to-team ratios in several areas, limited internet connectivity, and the presence of additional occupational responsibilities among some team members. Such conditions increase workload and may reduce the effectiveness of family assistance, weaken service quality, and limit the overall impact of the program. Therefore, the success of child growth reduction initiatives depends not only on policy implementation but also on the capacity of organizations to provide adequate support for frontline personnel (Palupi Prabandari, 2022).

From the perspective of human resource management, employee performance is shaped by the interaction of individual, occupational, and organizational factors. Competency enables individuals to perform their responsibilities effectively by integrating relevant knowledge, technical skills, and professional attitudes (Boselie et al., 2021). Conversely, excessive workload may reduce work effectiveness by increasing job-related pressure and physical as well as psychological fatigue. Organizational support, reflected through training opportunities, supervisory guidance, adequate facilities, operational assistance, and recognition of employee contributions, can strengthen motivation, organizational commitment, and work engagement. Furthermore, previous studies have consistently identified job satisfaction as an important determinant of employee performance and as a potential mediating mechanism through which individual, job-related, and organizational factors influence work outcomes (Suifan, 2019).

Although the relationships among competency, workload, organizational support, job satisfaction, and employee performance have received considerable scholarly attention, previous empirical findings remain inconclusive, particularly regarding the influence of workload on performance. Moreover, studies that simultaneously examine these determinants within a comprehensive structural framework, particularly among family assistance team members responsible for child growth prevention programs, remain limited. This research gap highlights the need for further investigation to provide a more comprehensive understanding of the mechanisms through which these factors influence employee performance in community-based public health programs (Rekawani et al., 2020). Accordingly, this study investigates how competence, workload, and organizational support influence the performance of Family Assistance Team members by incorporating job satisfaction as an intervening mechanism within the research model. The empirical investigation was conducted among Family Assistance Team members in South Lampung Regency. The findings are expected to enrich the human resource management literature is enriched by offering empirical evidence on the factors that influence employee performance in community-based health programs. Furthermore, the study is expected to offer practical recommendations for local governments and program administrators in designing strategies to strengthen the

performance of family assistance teams and enhance the effectiveness of initiatives aimed at reducing impaired child growth among children.

Literature Review

a. Job Demands Resources Theory (JD-R Theory)

The Job Demands Resources Theory (JD-R Theory) explains that every occupation is characterized by two fundamental components: job demands and job resources are the two main components of the theory. Job demands encompass physical, psychological, and organizational elements of work that require continuous effort and can contribute to employee fatigue or work-related strain. In contrast, job resources comprise organizational, social, and physical support that enables employees to achieve work objectives, reduce the adverse effects of job demands, and promote professional development (Hajiali et al., 2022). Within this framework, workload represents job demands, whereas organizational support functions as a job resource. The balance between these two elements determines employees' psychological well-being, job satisfaction, and performance. Accordingly, this theory provides a suitable foundation for explaining how workload and organizational support influence the performance of family assistance team members (Basalamah & As'ad, 2021).

b. Social Exchange Theory

Social Exchange Theory proposes that relationships between individuals and organizations are based on reciprocal exchanges of benefits. Employees who perceive that their organization values their contributions and demonstrates concern for their well-being are more likely to reciprocate through positive attitudes and behaviors. Organizational support, therefore, strengthens employee commitment, enhances job satisfaction, and encourages higher levels of performance. This theoretical perspective underpins the assumption that organizational support contributes directly to both job satisfaction and employee performance among family assistance team members (Specchia et al., 2021).

c. Human Resource Performance Theory

Human Resource Performance Theory emphasizes that employee performance reflects the successful achievement of work objectives through the integration of individual capability, motivation, and organizational support. Competency is considered a fundamental determinant because it enables individuals to apply knowledge, technical skills, and professional attitudes effectively in performing their responsibilities. Employees possessing higher competency are generally better equipped to accomplish work efficiently and adapt to changing organizational demands. Consequently, competency is expected to improve both job satisfaction and employee performance (Barusman, 2024).

d. Competency

Competency refers to an individual's ability to perform assigned responsibilities by integrating knowledge, technical skills, communication capability, administrative competence, and professional attitudes. It represents a strategic resource that enables employees to execute tasks effectively, solve work-related problems, and achieve organizational objectives (Marnisah et al., 2022). Previous studies consistently demonstrate that competency contributes positively to employee performance by improving work quality, decision-making capability, and task effectiveness. In the context of family assistance teams, competency is particularly important because members are responsible for family assistance, health education, administrative reporting, data management, and coordination with multiple stakeholders. Therefore, stronger competency is expected to enhance both job satisfaction and work performance (Barusman & Habiburrahman, 2022).

e. Workload

Workload refers to the overall volume, intensity, and complexity of tasks assigned to employees that must be accomplished within predetermined time constraints while fulfilling organizational performance standards. It encompasses work volume, task complexity, performance targets, and time pressure. Excessive workload may generate physical and psychological strain, reduce work effectiveness, and lower job satisfaction, whereas a balanced workload can improve productivity and organizational performance. Family assistance team members frequently encounter demanding responsibilities, including family visits, health education, data collection, reporting, and coordination across extensive service areas. Consequently, workload constitutes an important factor influencing both employee well-being and performance (Putra & Damayanti, 2023).

f. Organizational Support

Organizational support describes employees' perceptions of how much the organization appreciates their contributions and supports their well-being. Such support may include adequate facilities, supervisory guidance, professional development opportunities, operational assistance, and recognition of employee achievements. Employees who perceive strong organizational support generally exhibit greater commitment, motivation, and engagement, which ultimately enhance job satisfaction and performance. Within family assistance programs, organizational support is particularly important because effective service delivery depends on sufficient resources, continuous supervision, and organizational recognition (Men et al., 2022).

g. Job Satisfaction

Job satisfaction is defined as a positive emotional evaluation of one's work resulting from the fulfillment of individual expectations and work-related needs. It reflects employees' perceptions of their tasks, work environment, interpersonal relationships, and organizational recognition. Higher levels of job satisfaction are commonly associated with stronger organizational commitment, greater work motivation, and improved performance. In addition, job satisfaction may function as an intervening mechanism through which competency, workload, and organizational support influence employee performance. Therefore, it represents an important psychological factor in understanding the effectiveness of family assistance team members (Espinosa & Rakowska, 2018).

h. Employee Performance

Employee performance refers to the degree to which individuals successfully accomplish assigned responsibilities in accordance with organizational standards and objectives. Performance is commonly evaluated through indicators such as work quality, work quantity, timeliness, effectiveness, and responsibility. In family assistance programs, employee performance reflects the ability of team members to provide effective family assistance, deliver health education, maintain accurate administrative records, complete timely reporting, and coordinate program implementation efficiently. Theoretical and empirical evidence suggests that employee performance is jointly influenced by competency, workload, organizational support, and job satisfaction. Consequently, improving these determinants is expected to strengthen the effectiveness of family assistance programs aimed at preventing impaired child growth (Saadouli & Al-Khanbashi, 2021).

Methodology

This research used a quantitative explanatory design to investigate the relationships among competence, workload, organizational support, and Family Assistance Team performance, with job satisfaction as a mediator. A cross-sectional approach was applied to 2,238 TPK members across 17 sub-districts and 260 villages in South Lampung Regency. Using the Slovin formula with a 5% margin of error, 340 respondents were selected through proportionate stratified random sampling. South Lampung Regency was chosen because the Family Assistance Program operates throughout the region and involves multidisciplinary teams. Data were obtained through structured questionnaires using a five-point Likert scale, supported by field observations and relevant

4st Edition, January, 26

Journal Homepage: <http://journal.ubl.ac.id/index.php/mabuss>

*Corresponding Author

Email address: indahopeh@gmail.com

documentation. All 340 questionnaires were completed and suitable for analysis. The data were analyzed using descriptive statistics and PLS-SEM with SmartPLS 4. The measurement model was assessed for validity and reliability, while the structural model was evaluated using VIF, R^2 , effect size, and predictive relevance. Bootstrapping was then used to test direct, indirect, and mediation effects, particularly the role of job satisfaction in the relationships among the study variables (Hair et al., 2019).

Result and Discussion

a. *Discriminant Validity Test*

Following the recommendation of Hair et al. (2022), discriminant validity is established when the Heterotrait–Monotrait Ratio does not exceed the threshold of 0.90, indicating that each latent construct is empirically distinguishable from the others. The results indicate that all *Heterotrait–Monotrait Ratio* values among the latent constructs were below this threshold, demonstrating that each construct is empirically distinct and adequately captures a unique conceptual domain. The highest *Heterotrait–Monotrait Ratio* value was observed between job satisfaction and employee performance (0.888), whereas the lowest value was found between workload and employee performance (0.307). These findings provide strong evidence that the measurement model satisfies the discriminant validity criterion, confirming that the constructs are sufficiently differentiated from one another and can therefore be used reliably in subsequent structural model analysis.

Table 1. Results of the Discriminant Validity Test

Relationship Between Constructs	Value	Criteria	Explanation
Workload ↔ Organizational Support	0,375	< 0,90	Valid
Workload ↔ Job Satisfaction	0,325	< 0,90	Valid
Workload ↔ Performance	0,307	< 0,90	Valid
Workload ↔ Competence	0,385	< 0,90	Valid
Organizational Support ↔ Job Satisfaction	0,744	< 0,90	Valid
Organizational Support ↔ Performance	0,647	< 0,90	Valid
Organizational Support ↔ Competence	0,562	< 0,90	Valid
Job Satisfaction ↔ Performance	0,888	< 0,90	Valid
Job Satisfaction ↔ Competence	0,653	< 0,90	Valid
Performance ↔ Competence	0,655	< 0,90	Valid

Source: Smartpls 4 output, processed by the researcher (2026).

b. *Construct Reliability Test*

A construct is considered reliable when both Cronbach's Alpha and Composite Reliability values exceed 0.70. Convergent validity is assessed through the Average Variance Extracted (AVE), with a value above 0.50 indicating that the construct meets the required validity criteria.

Table 2. Results of Construct Reliability Testing

Variable	AVE	Cronbach's Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)	Explanation
Workload	0,547	0,886	0,900	0,906	Reliable
Organizational Support	0,662	0,928	0,931	0,940	Reliable
Job Satisfaction	0,660	0,927	0,930	0,939	Reliable
Performance	0,699	0,938	0,941	0,949	Reliable
Competence	0,656	0,940	0,944	0,950	Reliable

Source: Smartpls 4 output, processed by the researcher (2026).

The assessment of the measurement model showed that all constructs met the required validity and reliability standards. The Average Variance Extracted (AVE) values ranged from 0.547 to 0.699, which were above the 0.50 threshold, indicating that all latent constructs achieved adequate convergent validity. Furthermore, the Cronbach's Alpha values (0.886–0.940), Composite Reliability (rho_a) values (0.900–0.944), and Composite Reliability (rho_c) values (0.906–0.950) all surpassed the recommended minimum value of 0.70, indicating strong internal consistency and high construct reliability. Collectively, these findings confirm that the constructs of workload, organizational support, job satisfaction, employee performance, and competence possess satisfactory psychometric properties and are therefore appropriate for subsequent structural model evaluation.

c. *Multicollinearity Test (Collinearity Statistics/Vif)*

The Variance Inflation Factor (VIF) was used to assess multicollinearity and identify whether excessive correlation existed among the predictor variables existed among the exogenous constructs included in the structural model. This assessment is essential to ensure that each predictor contributes unique explanatory information to the endogenous construct without causing estimation bias. A model was considered free from multicollinearity when all *Variance Inflation Factor* values were below the recommended threshold of 5.00. Values within this acceptable range indicate that the exogenous constructs do not exhibit problematic linear dependence, thereby ensuring the stability and accuracy of the estimated structural path coefficients and enhancing the reliability of the model's explanatory results.

Table 3. Results of the Multicollinearity Test (Collinearity Statistics/VIF)

Relationship Between Variables	VIF	Explanation
Workload → Job Satisfaction	1,222	No multicollinearity occurs
Workload → Performance	1,222	No multicollinearity occurs
Organizational Support → Job Satisfaction	1,465	No multicollinearity occurs
Organizational Support → Performance	2,121	No multicollinearity occurs
Job Satisfaction → Performance	2,344	No multicollinearity occurs
Competence → Job Satisfaction	1,486	No multicollinearity occurs
Competence → Performance	1,739	No multicollinearity occurs

Source: Smartpls 4 output, processed by the researcher (2026).

Table 4.17 shows that all Inner Variance Inflation Factor values remain below the 5.00 threshold. The values range from 1.222 for workload–job satisfaction and workload–performance to 2.344 for job satisfaction–performance. Thus, no multicollinearity problems were found, indicating that the predictor variables have no excessive intercorrelation and that the structural model is suitable for further hypothesis testing.

d. Coefficient Of Determination (*R-Square*)

The coefficient of determination (R^2) was used to assess how well the exogenous variables explain variations in the endogenous constructs. Following Hair et al. (2021), R^2 values of 0.75, 0.50, and 0.25 indicate substantial, moderate, and weak explanatory power, respectively.

Table 4. R-Square Test Results

Endogenous Variable	R-square	R-square Adjusted	Category
Job Satisfaction	0,573	0,570	Moderate
Performance	0,709	0,706	Strong

Source: Smartpls 4 output, processed by the researcher (2026).

As shown in Table 4 the job satisfaction construct achieved an *R-square* value of 0.573 (adjusted *R-square* = 0.570), indicating that competence, workload, and organizational support explain 57.3% of the variance in job satisfaction, while the remaining 42.7% is attributed to factors outside the proposed model. Meanwhile, the employee performance construct produced an *R-square* value of 0.709 (adjusted *R-square* = 0.706), demonstrating that competence, workload, organizational support, and job satisfaction collectively account for 70.9% of the variance in employee performance, with the remaining 29.1% explained by other variables. These results demonstrate that the proposed structural model provides an adequate level of explanatory capability for the endogenous constructs. Specifically, the model accounts for a moderate proportion of the variance in job satisfaction and a substantial proportion of the variance in employee performance. Accordingly, the findings suggest that the model effectively captures the underlying relationships among the variables and offers sufficient explanatory evidence to support the proposed theoretical framework.

e. Effect Size (*F-Square* / F^2)

Effect size analysis was performed to determine the contribution of each exogenous construct to the endogenous variables. Based on Cohen (1988), F^2 values of 0.02, 0.15, and 0.35 indicate small, moderate, and large effects, respectively.

Table 5. Effect Size (f-square) Test Results

Relationship Between Variables	f-square Category	
Workload → Job Satisfaction	0,000	No effect
Workload → Performance	0,000	No effect
Organizational Support → Job Satisfaction	0,448	Big
Organizational Support → Performance	0,001	No effect
Competence → Job Satisfaction	0,170	Currently
Competence → Performance	0,057	Small
Job Satisfaction → Performance	0,736	Big

Source: Smartpls 4 output, processed by the researcher (2026).

Table 5 shows that workload had no meaningful contribution to either job satisfaction or performance, as indicated by an f^2 value of 0.000. Organizational support exerted a large effect on job satisfaction ($f^2 = 0.448$) but only a negligible direct effect on performance ($f^2 = 0.001$). Competence had a moderate effect on job satisfaction ($f^2 = 0.170$) and a small effect on performance ($f^2 = 0.057$). The largest effect was observed for the relationship between job satisfaction and performance ($f^2 = 0.736$), indicating that job satisfaction is the strongest determinant of Family Assistance Team members' performance. Overall, these findings suggest that performance is primarily influenced by job satisfaction, which is substantially strengthened by organizational support and supported by employee competence.

f. Direct Effect

Direct effect analysis was conducted to evaluate the magnitude and significance of the causal relationships between the exogenous constructs and the endogenous constructs specified in the structural model. Specifically, the analysis examined the effects of workload, organizational support, and competence on both job satisfaction and performance, as well as the influence of job satisfaction on the performance of Family Assistance Team members.

Table 6. Direct Effect Test Result

Hypothesis	Path	β	T	P	Decision
H ₁	Competence → Performance	0,170	1,411	0,158	Rejected
H ₂	Workload → Performance	0,004	0,126	0,900	Rejected
H ₃	Organizational Support → Performance	0,023	0,429	0,668	Rejected
H ₄	Competence → Job Satisfaction	0,328	2,606	0,009	Accepted
H ₅	Workload → Job Satisfaction	0,001	0,011	0,991	Rejected
H ₆	Organizational Support → Job Satisfaction	0,529	4,781	0,000	Accepted
H ₇	Job Satisfaction → Performance	0,709	7,033	0,000	Accepted

Source: Smartpls 4 output, processed by the researcher (2026).

The structural model results showed that competence, workload, and organizational support did not have significant direct effects on the performance of Family Assistance Team members. Competence showed a path

4st Edition, January, 26

Journal Homepage: <http://journal.ubl.ac.id/index.php/mabuss>

*Corresponding Author

Email address: indahopeh@gmail.com

coefficient of 0.170, $t = 1.411$, and $p = 0.158$; workload had a coefficient of 0.004, $t = 0.126$, and $p = 0.900$; while organizational support produced 0.023, $t = 0.429$, and $p = 0.668$. Since all p -values exceeded 0.05 and the t -values were below 1.96, these relationships were not supported.

In contrast, competence had a positive and significant effect on job satisfaction ($\beta = 0.328$; $t = 2.606$; $p = 0.009$), as did organizational support ($\beta = 0.529$; $t = 4.781$; $p < 0.001$). Workload, however, had no significant effect on job satisfaction ($\beta = -0.001$; $t = 0.011$; $p = 0.991$).

Job satisfaction was found to be the strongest predictor of performance, with a positive and significant effect ($\beta = 0.709$; $t = 7.033$; $p < 0.001$). Thus, performance appears to be more closely related to job satisfaction than to the direct effects of competence, workload, or organizational support. Accordingly, hypotheses 1, 2, 3, and 5 were rejected, while hypotheses 4, 6, and 7 were supported.

g. Indirect Effect

The indirect effect analysis was conducted to evaluate the mediating role of job satisfaction in the relationships between workload, organizational support, competence, and the performance of Family Assistance Team members. The mediation analysis was performed using the bootstrapping procedure available in SmartPLS version 4 to estimate the significance of the indirect effects. A mediation effect was considered statistically significant when the bootstrapping results produced a t -statistic greater than 1.96 and a p -value lower than 0.05. Meeting these criteria indicates that job satisfaction functions as a significant mediating mechanism through which the independent variables influence employee performance, thereby confirming the existence of an indirect effect within the proposed structural model.

Table 7. Results of the Specific Indirect Effect Test

Hypothesis	Path	β	T	P	Decision
H ₈	Competence → Job Satisfaction → Performance	0,233	2,899	0,004	Accepted
H ₉	Workload → Job Satisfaction → Performance	0,000	0,012	0,991	Rejected
H ₁₀	Organizational Support → Job Satisfaction → Performance	0,375	3,503	0,000	Accepted

Source: Smartpls 4 output, processed by the researcher (2026).

The mediation analysis demonstrated that job satisfaction significantly mediated the relationship between competence and the performance of Family Assistance Team members. The indirect effect was significant ($\beta = 0.233$, $t = 2.899$, $p = 0.004$), supporting the eighth hypothesis. These findings indicate that competence enhances employee performance indirectly by increasing job satisfaction, suggesting that job satisfaction acts as a full mediator.

Job satisfaction was not found to mediate the relationship between workload and performance. The indirect effect was insignificant ($\beta = -0.000$, $t = 0.012$, $p = 0.991$), resulting in the rejection of the ninth hypothesis. This indicates that workload does not indirectly affect performance through job satisfaction.

In contrast, job satisfaction significantly mediated the relationship between organizational support and performance ($\beta = 0.375$, $t = 3.503$, $p < 0.001$), supporting the tenth hypothesis. This finding suggests that organizational support contributes to better performance mainly by increasing employees' job satisfaction, which acts as a full mediator.

4st Edition, January, 26

Journal Homepage: <http://journal.ubl.ac.id/index.php/mabuss>

*Corresponding Author

Email address: indahopeh@gmail.com

Conclusion

The findings of this study demonstrate that competence, workload, organizational support, and job satisfaction exhibit different roles in explaining the performance of Family Assistance Team members in South Lampung Regency. The structural model indicates that competence, workload, and organizational support do not exert a statistically significant direct effect on performance, suggesting that improvements in technical capability, work demands, or organizational support alone are insufficient to enhance employee performance directly. In contrast, competence has a positive and significant effect on job satisfaction, indicating that higher levels of knowledge, skills, communication ability, and professional capability contribute to greater satisfaction among Family Assistance Team members. Organizational support also shows a positive and significant relationship with job satisfaction, implying that adequate facilities, guidance, recognition, and operational assistance strengthen employees' positive perceptions of their work. Conversely, workload does not significantly influence job satisfaction, indicating that work demands are not the primary determinant of employees' satisfaction in the present context. Furthermore, job satisfaction has a positive and significant effect on performance, confirming its central role in improving the effectiveness of Family Assistance Team members in carrying out family assistance activities. Mediation analysis further reveals that job satisfaction fully mediates the relationship between competence and performance as well as the relationship between organizational support and performance, indicating that both competence and organizational support contribute to higher performance only when they first enhance employees' job satisfaction. In contrast, job satisfaction did not function as a mediating mechanism in the relationship between workload and employee performance. This finding indicates that workload neither exerted a statistically significant direct influence on performance nor generated an indirect effect through job satisfaction. Consequently, variations in workload were not sufficient to explain differences in employee performance, either independently or through changes in employees' level of job satisfaction. Overall, these findings highlight job satisfaction as the principal mechanism through which competence and organizational support are translated into improved performance, emphasizing that efforts to strengthen employee performance should prioritize strategies aimed at enhancing job satisfaction rather than relying solely on improvements in competence or organizational support.

Acknowledgment

The authors sincerely thank the Government of South Lampung Regency and related institutions for their support during the research. Appreciation is also extended to all Family Assistance Team (TPK) members who participated and provided valuable information. The authors are grateful to everyone who assisted with data collection, fieldwork, and the completion of this study.

References

- Barusman, Andala Rama Putra, & Habiburrahman. (2022). The role of supply chain management and competitive advantage on the performance of Indonesian SMEs. *Uncertain Supply Chain Management*, 10(2), 409–416.
- Barusman, Andala Rama Putra. (2024). The influence of service quality and customer relationship management (CRM) as moderators on customer satisfaction for private university students. *Qeios*, 1–16. <https://doi.org/10.32388/SBEXNG>
- Basalamah, Muhammad Syaffi A., & As'ad, Ajmal. (2021). The role of work motivation and work environment in improving job satisfaction. *Golden Ratio Of Human Resource Management*, 1(2), 94–103. <https://doi.org/10.52970/grhrm.v1i2.54>

4st Edition, January, 26

Journal Homepage: <http://journal.ubl.ac.id/index.php/mabuss>

*Corresponding Author

Email address: indahopeh@gmail.com

- Boselie, Paul, Van Harten, Jasmijn, & Veld, Monique. (2021). A human resource management review on public management and public administration research: Stop right there...before we go any further.... *Public Management Review*, 23(4), 483–500. <https://doi.org/10.1080/14719037.2019.1695880>
- Bouaziz, Fatma, & Smaoui Hachicha, Zouhour. (2018). Strategic human resource management practices and organizational resilience. *Journal Of Management Development*, 37(7), 537–551. <https://doi.org/10.1108/JMD-11-2017-0358>
- de Juana-Espinosa, Susana, & Rakowska, Anna. (2018). Public sector motivational practices and their effect on job satisfaction: Country differences. *European Journal Of Management And Business Economics*, 27(2), 141–154. <https://doi.org/10.1108/EJMBE-02-2018-0027>
- Hair, Joseph F., Risher, Jeffrey J., Sarstedt, Marko, & Ringle, Christian M. (2019). When to use and how to report the results of PLS-SEM. *European Business Review*, 31(1), 2–24. <https://doi.org/10.1108/EBR-11-2018-0203>
- Hajjali, Ismail, Fara Kessi, Andi Muhammad, Budiandriani, Budiandriani, Prihatin, Etik, & Sufri, Muhammad Mukhlis. (2022). Determination of work motivation, leadership style, employee competence on job satisfaction and employee performance. *Golden Ratio Of Human Resource Management*, 2(1), 57–69. <https://doi.org/10.52970/grhrm.v2i1.160>
- Khan, Aqeel Ahmad, Akhlaq, Bisma, Hussain, Aftab, & Akhtar, Yasmin. (2023). Work-family conflicts, psychological well-being and quality of life among working officials: A comparative study. *Journal Of Social Sciences Review*, 3(2), 479–489. <https://doi.org/10.54183/jssr.v3i2.285>
- Marnisah, Luis, Kore, Jefirstson Richset Riwu, & Haba Ora, Fellyanus. (2022). Employee performance based on competency, career development, and organizational culture. *Jurnal Aplikasi Manajemen*, 20(3). <https://doi.org/10.21776/ub.jam.2022.020.03.13>
- Men, Linjuan Rita, Zhou, Alvin, & Sunny Tsai, Wan-Hsiu. (2022). Harnessing the power of chatbot social conversation for organizational listening: The impact on perceived transparency and organization-public relationships. *Journal Of Public Relations Research*, 34(1–2), 20–44. <https://doi.org/10.1080/1062726X.2022.2068553>
- Nguyen, Duc Trung, Ha, Van Dung, & Dang, Truong Thanh Nhan. (2020). The impact of human resource management activities on the compatibility and work results. *The Journal Of Asian Finance, Economics And Business*, 7(9), 621–629. <https://doi.org/10.13106/jafeb.2020.vol7.no9.621>
- Prabandari, Sri Palupi. (2022). An analysis of the effect of the social dimensions of CSR on corporate image: A study on Taman Nivea Family Care of PT Beiersdorf Indonesia. *Journal Of Public Administration Studies*, 7(1), 8–14. <https://doi.org/10.21776/ub.jpas.2022.007.01.2>
- Putra, Angga Dwy, & Damayanti, Nur. (2023). The effect of work from home, work discipline on employee performance and workload as a mediating variable at Consulates Republic of Indonesia in Tawau Malaysia. *Budapest International Research And Critics Institute-Journal (Birci-Journal)*, 6(1), 239–253.

- Rekawani, Rekawani, Lubis, Permana Honeyta, & Utami, Sorayanti. (2020). The effect of e-performance on organizational performance mediated by employee performance, discipline and motivation: Study in Government of Banda Aceh City. *International Journal Of Business Management And Economic Review*, 3(2), 17–28. <https://doi.org/10.35409/ijbmer.2020.3165>
- Saadouli, Nasreddine, & Al-Khanbashi, Maryam Yousuf Obaid. (2021). Evaluation of factors affecting employee performance: The case of government employees in Oman. *Management Science Letters*, 11, 1443–1450. <https://doi.org/10.5267/j.msl.2021.1.004>
- Saoula, Oussama, Shamim, Amjad, Ahmad, Munawar Javed, & Abid, Muhammad Farrukh. (2023). Do entrepreneurial self-efficacy, entrepreneurial motivation, and family support enhance entrepreneurial intention? The mediating role of entrepreneurial education. *Asia Pacific Journal Of Innovation And Entrepreneurship*, 17(1), 20–45. <https://doi.org/10.1108/APJIE-06-2022-0055>
- Specchia, Maria Lucia, Cozzolino, Maria Rosaria, Carini, Elettra, Di Pilla, Andrea, Galletti, Caterina, Ricciardi, Walter, & Damiani, Gianfranco. (2021). Leadership styles and nurses' job satisfaction: Results of a systematic review. *International Journal Of Environmental Research And Public Health*, 18(4), 1552. <https://doi.org/10.3390/ijerph18041552>
- Suifan, Taghrid S. (2019). The effects of work environmental factors on job satisfaction: The mediating role of work motivation. *Business: Theory And Practice*, 20, 456–466. <https://doi.org/10.3846/btp.2019.42>