The Effect of Manager's Emotional Support and Procedural Justice on Employee Performance Mediated by Work Engagement PT. Nassaba Lacuna Brilliant Depok City

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Article Info

Abstract

This study examines the influence of managerial emotional support and procedural justice on employee performance, with work engagement as a mediating variable at PT. Nassaba Lacuna Brilliant. The research was driven by concerns over declining employee performance due to lack of compliance, low involvement, and insufficient managerial support. Using a quantitative approach, data were collected via questionnaires employing a 1–10 Likert scale from employees selected with a 5% margin of error. The data were analyzed using multiple linear regression and hypothesis testing (t-test and F-test) with SPSS version 30. The results show that emotional support from managers significantly influences work engagement ($\beta = 0.001$), but does not directly or indirectly affect employee performance (direct $\beta = 0.276$; indirect $\beta = 0.107$). This suggests that emotional support alone is insufficient to enhance performance. In contrast, procedural justice significantly impacts both work engagement ($\beta = 0.003$) and employee performance, with a stronger direct effect ($\beta = 0.380$) compared to indirect ($\beta = 0.092$). However, work engagement does not significantly affect employee performance ($\beta = 0.075$) and thus does not function as a mediating variable. In conclusion, procedural justice directly enhances employee performance, while work engagement does not mediate the relationship in this model.

1. Introduction

In today's competitive business landscape, companies face numerous challenges in maintaining their position and achieving success. The increasing number of new companies, especially in the same industry sector, intensifies competition. This is also true for service-based companies such as PT. Nassaba Lacuna Brilliant, which provides land transportation services for goods using box trucks. Over time, this company has faced various dynamic challenges that require continuous improvement. One critical issue is the decline in employee performance, which directly impacts the company's achievements.

Based on the company's annual evaluation data, it is found that while some employees perform well, others fall behind. Most employees show adequate performance, but a portion still receives low performance ratings. Employee performance refers to the quality and quantity of work output over a certain period. This is influenced by several internal and external factors, including the role of leadership and emotional intelligence in the workplace.

Emotional support from leaders is an essential element in motivating employees. According to Friedman (in Draw Hasiolan & Sutejo), emotional support—expressed through empathy, encouragement, and comfort—can boost employee morale. A manager's ability to manage both personal emotions and those of their team plays a vital role in enhancing performance. However, emotional support alone is not enough. Procedural justice, or fairness in organizational policies and decision-making, also significantly influences employee performance.

Another important factor is employee engagement. Employees who are less involved or disconnected from their work may negatively affect the organization's overall productivity. Engagement reflects how strongly individuals identify with their jobs, participate actively, and recognize the value of their contributions. Low

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engagement makes it difficult for companies to achieve high performance outcomes, even if emotional support and procedural justice are present.

Hasibuan (in Maharani & Haryanto) supports this by suggesting that declining performance is often linked to weak emotional support, unfair policies, and poor employee involvement. While some research indicates leadership alone may not have a direct impact on employee performance, other studies—such as Erri et al. (2021) at PT. Melzwe Global Sejahtera—found that leadership style has a significant influence, accounting for 49.5% of performance outcomes. This indicates that leadership, emotional support, fairness, and engagement must all work together to foster high-performing employees and organizational success.

2. Literature Review

a. Influence Leadership On Employee Performance .

Leadership does not have a significant influence on employee performance directly, according to the opinion expressed by Rosalina & Wati, (2020:30) entitled "The Influence of Leadership on Work Discipline and Its Impact on Employee Performance". However, research conducted at PT. XYZ EPC Division also presents research results that indirectly Leadership does not affect Employee Performance. Erri et al., (2021:1905) "The Influence of Leadership Style on Employee Performance at PT. Melzer Global Sejahtera Jakarta.". which states that Leadership Style on Employee Performance has a strong influence, leadership style is 49.5% and is influenced by other factors by 50.5%.

b. Influence Support Emotional to involvement Work .

There is a positive and significant influence between social support to work involvement in (Puji Astuty et al., 2023:84) "Analysis of Work Involvement Mediating Connection Social Support On Turnover Intention". In (Jesi & Sentoso, 2023:109)

"analysis of support organization and quality life Work to employee performance with employee involvement as mediation at the city freight forwarder company Batam". Expressing under there is a positive and significant influence between support organization and work involvement. Based on from opinion the so can allegedly influence emotional support to involvement Work influences positively and significantly.

c. Influence Justice Procedural To Involvement Work .

Findings research that reveals that influence procedural justice to work involvement influences directly and positively, in (Patras & Hidayat, 2019:97) "Influence leadership, justice and trust in lecturer performance involvement". In line with expression from study (Maharani & Haryanto, 2023:291) "Relevance Of Quality Of Work Life And Organizational Justice Towards Involvement In Improving Work Productivity (Empirical Study on Employees Sub-district in District Tingkir, Salatiga City). Who put forward under there is a positive influence between organizational justice to Work involvement. Thus it can be suspected that procedural justice to Work involvement has a positive influence.

d. Influence Support Emotional Manager On Employee Performance .

Influence emotional support manager has positive influence to employee performance in accordance based on opinion from Marbun & Jufrizen, 2022:276) in research entitled "The role of mediating satisfaction work on influencing support organization and environment Work to performance office staff service resilience food and livestock province Sumatra north." . and also reinforced by other opinions from Umihastanti & Frianto, (2022:229) in his research "The Influence of support organization and employee engagement to performance civil service agency employees Surabaya area." That support organization has a positive influence on

employee performance.

Based on from a number of opinions the worthy alleged that influence manager's emotional support has a positive influence on employee performance.

e. Influence Justice Procedural On employee performance .

Influence procedural justice to employee performance has a significant influence based on research conducted by Yulianto & Idris, (2023:201) in research title "influence distributive justice, procedural justice, and interactional justice to employee performance study on PT. Lautan employees shady "inter-commerce in Bandar Lampung."

Another opinion from Johan et al., (2021:168) in his research "influence procedural justice and EQ Climate towards technical team performance: analysis mediation planning team." Have an opinion that procedural justice influences in a positive and significant way to team performance. From the opinion The alleged procedural justice can influence in a positive and significant way to employee performance.

f. Influence Involvement Work On Employee Performance .

Involvement Work has positive and significant influence on employee performance in (Fitriadi et al., 2022:452) "Contribution of Involvement Work on Employee Performance: The Role of Mediation Satisfaction Work". In line with opinion from (Fahrizal et al., 2020:291) "THE INFLUENCE OF WORK INVOLVEMENT AND JOB SATISFACTION ON EMPLOYEE PERFORMANCE" which reveals that the existence of positive influence from work involvement to employee performance.

In another opinion employee involvement No influence to employee performance on research title "THE EFFECT OF EMPLOYEE ENGAGEMENT, WORK LOYALTY AND TEAMWORK ON EMPLOYEE PERFORMANCE". In (Letsoin & Ratnasari, 2020:31). So with this it is especially worthy

that work involvement can influence employee performance in a significant way.

g. Influence Support Emotional Manager On Employee Performance Mediated By Engagement Work .

Jesi & Sentoso, (2023:109)In "Analysis of support organization and quality life Work to employee performance with employee involvement as mediation at city freight forwarder company Batam." Opinion that support organization and work involvement itself has a significant positive influence on employees' performance, while work involvement as mediation between support organization to adaptive performance has a negative and no significant influence. The magnitude of organizational support provided by an organization or leader influences the magnitude of employee performance. However the magnitude of support organization through the magnitude of involvement Work does not influence the magnitude of employee performance.

So from the opinion of the manager's alleged emotional support to employee performance through mediation involvement work on an organization or company has a negative and no significant influence.

h. Influence Justice Procedural On Employee Performance Mediated By Engagement Work .

Maharani & Haryanto, (2023:293) in his research "Relevance quality life work and justice organization to work involvement in increasing work productivity.". Opinion that organizational justice has a significant influence on work involvement and work involvement has a significant influence on employee work productivity. In line with opinion from Qustolani & Rusyanti, (2022:313) in his research "Influence procedural justice participatory and career development to employee performance at PT. Pancaran Tayindo Majalengka." Who thinks that procedural justice in a participatory way has a significant influence

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on employee performance.

Supported with opinion about Work involvement has a positive influence on employee performance, according to Fahrizal et al., (2020:126) with his research "Influence work involvement and Work satisfaction on employee performance". From the framework thinking This researcher took the leadership factor as variable the beginning then took more specific elements from leadership that is support emotional manager as update, next take other variables as his supporters are procedural justice and involvement work that will be done later will be connected to the main variable that is employee performance.

### 3. Research Methods
Research Sample

According to Sugiyono, population is a generalized area consisting of above: object / subject that has quantity and characteristics certain conditions set by researchers For studied and then drawn conclusion. The sample is the part taken from overall objects studied and considered representative all over Jaya population, . The right sampling technique For design quantitative studies This is a probability sampling technique with give equal opportunity to all members of the population For chosen as sample, In case This researcher uses total sample or all over number of employees / respondents as many as 53 people.

Likert scale is used to measure attitudes, opinions and perceptions of a person or a group of people about a social phenomenon. With Likert scale, then the variables to be measured become indicator variables. Then the indicator is made into as point rejection. For compiling instrument items that can be in the form of statement or Likert scale is used. For measuring attitudes, opinions and perceptions of a person or a group of people about social phenomena, Sugiyono, (2013:93). With intervals of 1-10, with very bad category Good to very good once . The data obtained sourced from data distributed by researchers in form filling the questionnaire given to PT. Nassaba employees

Lacuna Brilliant.
Research Design

Types of research conducted in study This is a quantitative study with experimental research approach, namely type of study causal purposeful For giving explanation about causal connection between research variables and testing hypothesis that has been submitted. Research This tries to give an explanation about why and how a connection can occur in a situation. While the endogenous variables in this study are Employee Performance and the intervening variable is Employee Involvement.
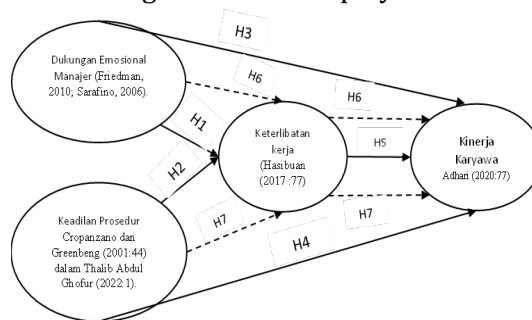
Research Design Figure1

Operationalization of Variables

The operationalization of research variables can be presented in the form of a table as follows:

Table 1
Operationalization of Variables

Variables / Concepts	Indicator	Scale
Manager Emotional Support	Sense of Empathy Sense of Caring Feeling of Love	1-10
Procedural Justice	Want to hear? Consistency neutrality	1-10
Job involvement	Responsive Work Participatory Not quite enough answer	1-10
Employee performance	Quality Quantity Accuracy time	1-10

Analysis Method

Data analysis was performed with use

analysis Multiple linear regression is a statistical inference method that attempts to ... look for influence One or several independent variables on the dependent variable, Mulyanto (2019:174). One of the tools used to do this analysis is SPSS. Includes: Validity Test, Reliability Test, Assumption Test classical (normality test, multicollinearity test, heteroscedasticity test), multiple regression test (stage 1 and stage 2), f test and t test.

4. Results and Discussion

Research results can be made into a sub-chapter on research results, but they may also only be implied. Research results are also not an opportunity to display many tables or images, but limit them to only the important tables and images. Apart from that, in the sub-chapter of research results, don't be too theoretical (repetitive) just to look impressive .

4.1 Research result

Research result as following :

a. Validity Test .

Based on the output results of the validity test carried out to 53 respondents (N=53) at the test level α = 0.05 has Df = n-2 = 51, R table = 0.2706, so can it is said that r- count > r- table = valid, then from all questionnaire fulfilled validity test on VALID questionnaire data .

b. Reliability Test .

Based on the output result above so can seen that mark cronbatch's alpha from variable X1 0.692 > 0.60, variable X2 0.816 > 0.60, variable I 0.744 > 0.60 and variable Y 0.727 > 0.60. So that can concluded that the reliability test from all items submitted fulfilled or It means all items are RELIABLE.

c. Normality Test .

Based on the picture the output results so can concluded that the data on the dependent variable of involvement work and variable data performance employee as a NORMALLY distributed dependent . In the table kolmogorov-smirnov test results equality First Where variable involvement Work as variable

dependent obtained sig 200 value > 0.05 and in Eq second variable performance employee as variable dependent obtained sig value 200 > 0.05. Then it can be concluded that the data distributed NORMALLY. So for the normality test of this data Already fulfil condition .

d. Multicollinearity Test

Can concluded that in the equation First The tolerance value for variables X1 and X2 is 0.886 , while in the equation both X1 = 0.705, X2 = 0.745, I = 0.598, which means mark the approach number 1 and more from 0.02. For VIF value in the equation first X1=1.129, X2=1.129, equation second X1=1.419, X2=1.343, I=1.672, where mark the enter be around number 1 (one) and No exceed number 10 (ten). So based on the test calculation for each independent variable is good from equality First or equality second variable No happen multicollinearity .

e. Heteroscedasticity Test

Based on spss output results , can seen that scatterplot table on equation first and equation second seen dots that appear spread and not to form a pattern certain , then from That can concluded that tested variables No have problem heteroscedasticity .

f. Regression Test equality First

Regression equality First can known the similarities is I=a+b1X1+b2X2
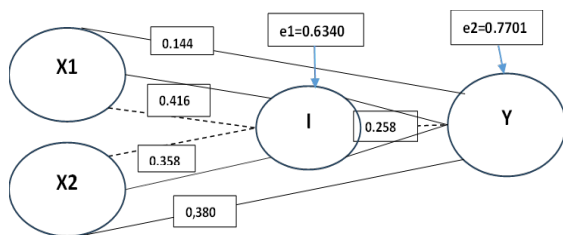I=11.128+0.304X1+0.288X2

with path diagram structure as following :
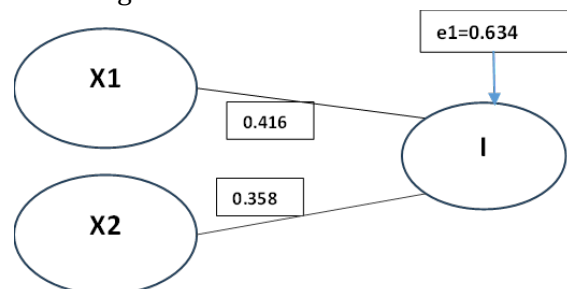
g. Regression Test equality second

Regression equality second can obtained or known the similarities that is :
Y=a+b1X1+b2X2+b3I
Y=8.604+0.109X1+0.317X2+0.268I
With path diagram structure as following :

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Pengaruh	Tidak Langsung (melalui I)	Langsung	Kesimpulan
X1-I		0,001	Dukungan Emosional Manajer berpengaruh signifikan terhadap Keterlibatan kerja
X2-I		0,003	Keadilan Prosedural berpengaruh signifikan terhadap Keterlibatan Kerja
X1-Y		0,276	Dukungan Emosional Manajer tidak berpengaruh dan tidak signifikan terhadap Kinerja Karyawan
X2-Y		0,004	Keadilan Prosedural Berpengaruh signifikan terhadap Kinerja Karyawan.
I-Y		0,075	Keterlibatan Kerja tidak berpengaruh terhadap Kinerja Karyawan
X1 - Y	0,107	0,144	Keterlibatan Kerja tidak berperan sebagai Intervening Variabel
X2 - Y	0,092	0,380	Keterlibatan Kerja tidak berperan sebagai Intervening Variabel

4.2 Discussion

a. Analysis influence variable X1 through variable I against variable Y:

It is known The influence given by X1 on Y is 0.144. While influence No direct X1 through I to Y is multiplication between beta value of X1 against I with The beta value of I on Y is : 0.416 X 0.258 = 0.107. So the total influence given by X1 on Y is influence direct added with influence No direct namely = 0.144+0.107 = 0.251.

Based on results calculation on known that mark influence direct of 0.144 and the influence No direct of 0.107, which means that mark influence direct more big from mark influence No directly . This result show that in a way No direct X1 through I no have influence significant against Y.

b. Analysis influence variable X2 through variable I against variable Y:

It is known The influence given by X2 on Y is 0.380. While influence No direct X2 through I to Y is multiplication between beta value of X2 against I with The beta value of I on Y is : 0.358 X 0.258 = 0.092. So the total influence given by X2 on Y is influence direct added with influence No direct namely = 0.380+ 0.092 = 0.472.

Based on results calculation on known that mark influence direct of 0.380 and the influence No direct of 0.092 which means that mark influence No direct more small from mark influence directly . This result show that in a way No direct X2 through I no have influence significant against Y. The above analysis summarized in the following table This :

5. Conclusion

1. H1: Influence Connection Support Emotional Manager (X1) towards Involvement Work (I). Analysis results show that X1 has significant influence against I, with mark significance of 0.001 (<0.05). This is indicates that X1 is direct contribute to improvement variable I.

2. H2: Influence Connection Justice Procedural (X2) Against Involvement Work (I). Analysis results show that X2 is also proven own influence significant against I, with mark significance of 0.003 (<0.05). This means that X2 plays a role important in influence variable I in direct .

3. H3: Influence Connection Support Emotional Manager (X1) on Employee Performance (Y). Obtained mark significance of 0.276 (>0.05), which indicates that X1 is direct No own significant influence against Y.

4. H4: Influence Connection Justice Procedural (X2) on Employee Performance (Y). Analysis show that X2 has an effect in a way significant against Y, with mark significance of 0.004 (<0.05). This means that variable X2 has impact direct against Y.

5. H5: Influence Connection Involvement Work (I) on Employee Performance (Y). Obtained mark significance of 0.075 (>0.05), so can concluded that variable I does not own significant influence against Y in direct .

6. H6: Influence Indirect Relationship between Support Emotional Manager (X1) on Employee Performance (Y) Through Involvement Work (I). Influence direct X1

against Y is 0.144, while influence No direct X1 through I against Y is calculated with multiply beta value of X1 against I with beta value of I on Y, which is 0.416 × 0.258 = 0.107. So, the total influence of X1 on Y is 0.144 + 0.107 = 0.251. Because the influence direct more big than influence No directly , can concluded that X1 through I does not give significant influence against Y.

7. Influence Indirect Relationship between Justice Procedural (X2) On Employee Performance (Y) Through Involvement Work (I). Influence direct X2 against Y is 0.380, while influence No directly X2 through I to Y is obtained from multiplication of beta X2 against I with beta I against Y, which is 0.358 × 0.258 = 0.092. So, the total influence of X2 on Y is 0.380 + 0.092 = 0.472. Because the influence direct more big than influence No directly , can concluded that X2 through I does not give significant influence against Y.

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