

# 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

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## 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

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. Research Methods

### 3.1. Research Sample

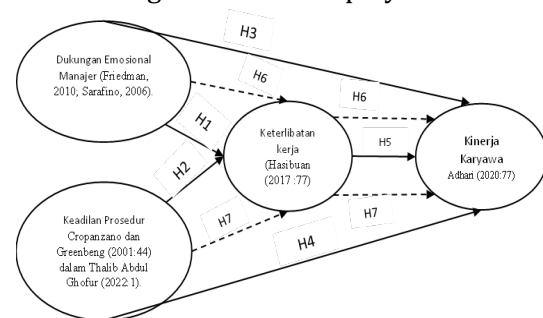
According to Sugiyono, population is a generalized area consisting of above: object / subject that has quantity and characteristics certain conditions set by researchers For studied and then drawn conclusion. The sample is the part taken from overall objects studied and considered representative all 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.

### 3.2. 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

### 3.3. 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.

## 3. 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.

### 3.1. Research result

Research result as following :

#### 3.1.1 Validity Test

Based on the output results of the validity test carried out to 53 respondents (N=53) at the test level  $\alpha = 0.05$  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.

#### 3.1.2 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.

#### 3.1.3 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.

#### 3.1.4 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.

### 3.1.5 Heteroscedasticity Test

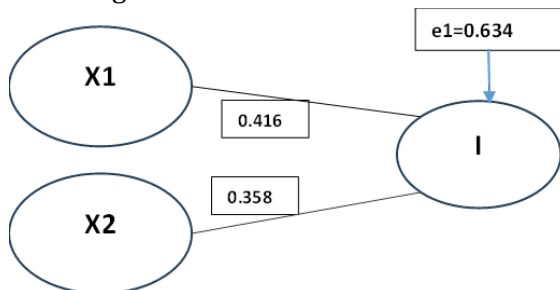
Based on spss output results, can seen that scatterplot table on equation first and equation second seen dots that appear spread and not to form a pattern certain, then from That can concluded that tested variables No have problem heteroscedasticity.

### 3.1.6 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 :



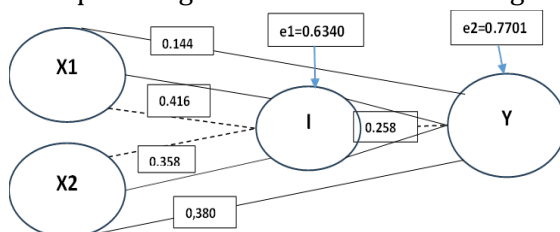
### 3.1.7 Regression Test equality second

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 :



## 3.2. Discussion

### 3.2.1 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 :  $0.416 \times 0.258 = 0.107$ . 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.

### 3.2.2 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 :  $0.358 \times 0.258 = 0.092$ . 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 :

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. Conclusion

### 4.1 Summary of Findings

This study aimed to examine the influence of managerial emotional support and

procedural justice on employee performance, mediated by work engagement, at PT. Nassaba Lacuna Brilliant, Depok City. Using quantitative analysis and multiple regression testing with SPSS, the study found that managerial emotional support significantly affects work engagement ( $p = 0.001$ ), but does not directly or indirectly influence employee performance (direct  $\beta = 0.276$ ; indirect  $\beta = 0.107$ ). In contrast, procedural justice has a significant direct effect on both work engagement ( $p = 0.003$ ) and employee performance ( $\beta = 0.380$ ), with stronger direct effects than indirect ones ( $\beta = 0.092$ ). Work engagement itself does not significantly influence employee performance ( $p = 0.075$ ) and thus does not mediate the relationship between the independent and dependent variables.

Overall, the findings emphasize that fairness in organizational procedures contributes more effectively to performance improvement than emotional managerial support alone.

#### 4.2 Theoretical Implications

The results extend the application of organizational behavior and social exchange theory in the context of employee performance by demonstrating that fairness perceptions (procedural justice) have stronger motivational effects than emotional support mechanisms. This study also contributes to the growing literature on *work engagement* as a mediating construct, suggesting that engagement may not always act as an effective mediator when intrinsic or structural motivators (such as justice) already have dominant direct impacts. In theoretical terms, the study affirms that procedural justice operates as a key antecedent of employee outcomes through perceived equity and organizational trust, while emotional support functions more effectively when combined with structural justice systems.

#### 4.3 Practical and Managerial Implications

From a managerial perspective, the results highlight several actionable insights for improving employee performance:

1. **Institutionalize procedural fairness** — organizations should ensure transparent decision-making, equitable treatment, and consistent implementation of company policies to strengthen employee trust and motivation.
2. **Enhance managerial emotional support** — although it has no direct impact on performance, emotional support can still enhance engagement when integrated with fair practices. Managers should develop empathetic communication, feedback systems, and supportive leadership training.
3. **Strengthen work engagement programs** — companies may adopt strategies such as recognition systems, participatory planning, and workload adjustments to maintain optimal engagement levels even when procedural justice is established.
4. **Integrate justice and emotional leadership** — an effective synergy between rational fairness and emotional connection can create a balanced work environment conducive to sustainable high performance.

#### 4.4 Limitations and Future Research Directions

Several limitations should be acknowledged in this study. First, the sample was restricted to a single company (PT. Nassaba Lacuna Brilliant) with a relatively small respondent group ( $n = 53$ ), limiting generalizability to other industries or contexts.

Second, the cross-sectional design does not allow for causal inference or analysis of long-term behavioral changes in engagement and performance. Third, only three independent variables were considered, potentially excluding other factors such as leadership style, intrinsic motivation, or organizational culture that could influence employee performance.



Future research should therefore:

1. **Expand the sample size and scope** across multiple industries or geographical areas to validate the model's applicability.
2. **Employ longitudinal or mixed-method designs** to capture dynamic interactions between support, justice, and engagement over time.
3. **Incorporate additional mediating or moderating variables**, such as job satisfaction, organizational commitment, or psychological safety, to refine the theoretical framework.
4. **Examine cultural influences** on perceptions of fairness and emotional support in Indonesian workplaces, providing richer contextual insights into employee behavior.

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