Analysis of Self-Efficacy, Work Motivation, Work Environment, and Teacher Job Satisfaction: Testing the Mediating Role of the Work Environment

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Abstract

The performance of the Regional House of Representatives (DPRD) of Riau Province has attracted considerable public attention, as it is perceived to be suboptimal in carrying out its legislative, oversight, and representative functions, despite its strategic role in regional development. Individual factors such as engagement and structural factors such as workload are presumed to influence legislative performance; however, their effectiveness largely depends on the extent of organizational support provided. This study aims to analyze the influence of engagement and workload on the performance of DPRD Riau members, with organizational support positioned as a contextual variable. The research employs a quantitative approach using a survey design. The population consists of 65 members of the DPRD Riau for the 2024–2029 period, all of whom were included as the sample through a saturated sampling technique. Data were collected using a five-point Likert-scale questionnaire and analyzed through Partial Least Squares–Structural Equation Modeling (PLS-SEM) with SmartPLS software. The findings indicate that engagement has a positive and statistically significant effect on performance, with a large effect size. Workload also demonstrates a positive and significant effect as a performance driver. Organizational support emerges as the most dominant factor, exerting a very strong influence on performance. Furthermore, organizational support significantly strengthens the relationships between engagement and performance, as well as between workload and performance. The structural model demonstrates a high level of adequacy, with an R^2 value of 0.905, an SRMR of 0.030, and an NFI of 0.929, indicating strong model fit with the empirical data. This study concludes that improving the performance of the DPRD Riau is not solely determined by individual capacity, but also by the presence of a supportive organizational system capable of optimizing member engagement and proportionally managing workload.

Keywords : Performance, Workload, Engagement, Organizational Support

1. Introduction

The dynamics of democracy in Indonesia following the implementation of regional autonomy have brought significant changes to the function and position of legislative institutions at the regional level, particularly the Regional House of Representatives (DPRD). The DPRD is no longer merely perceived as a complementary body to the executive branch, but rather as a political institution that plays a central role in determining the direction of regional development through its legislative, budgeting, and oversight functions. Law Number 23 of 2014 affirms that the DPRD holds an equal partnership position with the regional head, thereby making its performance a crucial indicator of the successful implementation of democratic and decentralization principles (Wibowo, 2017). In this context, the performance of the DPRD is not solely measured by the quantity of regional regulations produced, but also by the extent to which legislative members effectively articulate public aspirations, conduct budgetary oversight, and demonstrate accountability in fulfilling their representative function.

Riau Province is one of Indonesia's strategic regions, contributing significantly to the national economy, particularly through the oil and gas and palm oil plantation sectors. Nevertheless, fundamental issues such as deteriorating road infrastructure, recurring seasonal flooding in Pekanbaru City, and suboptimal waste management remain pressing concerns for the community. These conditions raise critical questions regarding the extent to which the DPRD of Riau Province has effectively carried out its roles and responsibilities. Attendance in plenary sessions, active involvement in regional policy formulation, and responsiveness to public issues have increasingly come under public scrutiny. This phenomenon indicates that the performance of the DPRD Riau requires deeper analysis through the lenses of management and organizational behavior. The challenges faced are not merely related to legislative inefficiency or weak oversight, but also involve individual and organizational factors that shape members' work behavior.

One of the key factors influencing individual and organizational performance is employee engagement. This concept refers to the emotional, cognitive, and physical attachment of individuals to their work, which drives optimal contribution (Kahn, 1990; Schaufeli & Bakker, 2014). Individuals with high levels of engagement typically demonstrate vigor, dedication, and strong enthusiasm in performing their duties. Recent studies further indicate that engagement fosters extra-role behavior, such as voluntarily assisting colleagues or contributing beyond formal expectations (Opoku & Boateng, 2024). Within the context of the DPRD, engagement reflects the commitment of legislative members to actively participate in formal forums, absorb constituents' aspirations, and advocate for public interests responsibly. However, high engagement often encounters structural constraints, particularly increasing workload resulting from the growing complexity of legislative responsibilities.

Workload is defined as the amount of tasks, responsibilities, and demands borne by individuals within a specific period, both physically and mentally (Dhini Rama, 2010). A high workload may generate positive outcomes if it aligns with an individual's capacity, as it can stimulate a sense of responsibility and enhance performance. Conversely, when workload exceeds individual capacity and available resources, it may lead to stress, burnout, and declining motivation (Zhang et al., 2021). In legislative institutions such as the DPRD, members' workload stems not only from formal obligationsincluding commission meetings, budget deliberations, and constituency visitsbut also from internal political pressures, public expectations, and party dynamics. If not proportionally managed, excessive workload may reduce the quality of decision-making, limit active participation in formal forums, and weaken oversight functions. This issue is particularly relevant to the DPRD Riau, where limited member participation in meetings and a lack of legislative initiatives have frequently been criticized as indicators of weak performance.

The performance of DPRD members fundamentally reflects their ability to deliver tangible contributions, both in terms of input and output, to meet the expectations of their constituencies. Performance is not only assessed by the number of legal products enacted, but also by the quality of oversight over executive policies and the effectiveness of public representation. Previous studies indicate that engagement positively contributes to performance enhancement (Yongxing et al., 2017), whereas disproportionate workload negatively affects individual performance (Maida & Lukiyana, 2024). However, this relationship is not linear, as it is influenced by contextual factors such as organizational support. According to Eisenberger et al. (1986), perceived organizational support (POS) plays a critical role in strengthening motivation, enhancing engagement, and mitigating the negative effects of workload. Empirical findings by Li et al. (2022) and Hakim (2022) further confirm that POS is essential in maintaining a balance between job demands and work enthusiasm.

Based on the literature review, this study employs three main theoretical frameworks. First, work engagement theory proposed by Kahn (1990) and further developed by Schaufeli and Bakker (2014), which emphasizes that cognitive, emotional, and physical attachment to work drives optimal performance. Second, workload theory, which underscores the importance of balancing organizational demands with individual capacity (Dhini Rama, 2010; Zhang et al., 2021). Third, perceived organizational support theory developed by Eisenberger et al. (1986), which explains that individuals' perceptions of organizational attention, appreciation, and support

significantly influence performance outcomes. These three theoretical perspectives are integrated to explain the relationships between engagement, workload, and the performance of DPRD members.

The objective of this study is to analyze the influence of engagement and workload on the performance of members of the DPRD of Riau Province. The study also seeks to provide practical recommendations for improving organizational effectiveness through more proportional workload management and enhanced engagement among legislative members. Theoretically, this research contributes to the enrichment of public management and organizational behavior literature by incorporating a political perspective into performance studies. Practically, the findings are expected to serve as a foundation for internal policy formulation within the DPRD Riau, particularly in managing work agendas and creating a supportive work environment that fosters member engagement.

The novelty of this research can be identified from several aspects. First, the research subjects consist of legislative members, which differs from most prior studies that primarily focus on civil servants, bureaucrats, or private-sector employees. This provides a unique empirical contribution, as legislative members possess distinct characteristics in terms of status, motivation, and political dynamics. Second, the study is conducted in Riau Province, a region characterized by high political, economic, and social complexity, offering a distinctive empirical context. Third, this research simultaneously integrates engagement and workload variables to explain legislative performance, while positioning organizational support as a moderating factor that strengthens these relationships. Fourth, the study holds significant practical implications, as its findings may inform internal DPRD policies aimed at enhancing effectiveness through adaptive human resource management strategies.

In conclusion, this study not only addresses a gap in the organizational behavior literature but also contributes substantively to improving legislative governance in Indonesia. It seeks to answer a fundamental question regarding how the DPRD Riau can enhance the quality of legislation, oversight, and representation through effective workload management and strengthened engagement. Furthermore, the findings are expected to serve as a reference for similar studies in other regional legislative institutions, thereby fostering a more comprehensive understanding of the determinants of legislative performance in the era of decentralized democracy.

2. Literature Review and Hypotheses Development

2.1 Performance of DPRD Members

Performance in the public sector is generally defined as the level of achievement attained by individuals or institutions in fulfilling predetermined objectives (Wibowo, 2017; Nuraini, 2013). Within the context of regional legislative institutions, the performance of DPRD members encompasses not only the quantity of enacted regional regulations but also the quality of oversight over executive policies and the effectiveness of representing public aspirations.

Following the implementation of regional autonomy in Indonesia, the DPRD has assumed a more strategic and equal position alongside the regional head. Consequently, its performance serves as an essential indicator of democratic accountability and decentralization success. Legislative performance is multidimensional, involving legislative productivity, budgetary scrutiny, public responsiveness, and political accountability. Therefore, understanding the determinants of DPRD performance requires an integrative perspective that considers both individual-level and organizational-level factors.

2.2 Employee Engagement and Performance

Work engagement theory, initially proposed by Kahn (1990) and further developed by Schaufeli and Bakker (2014), conceptualizes engagement as a positive, fulfilling work-related state characterized by vigor, dedication, and absorption. Vigor refers to high levels of energy and mental resilience; dedication involves strong involvement accompanied by a sense of significance and pride; and absorption reflects deep concentration in work tasks.

Engagement has consistently been associated with enhanced job performance. Engaged individuals are more proactive, persistent, and willing to exert extra effort beyond formal job requirements (Macey & Schneider, 2018). Empirical evidence suggests that engagement positively affects both in-role and extra-role performance (Yongxing et al., 2017; Opoku & Boateng, 2024). In the legislative context, engagement manifests in active participation in plenary sessions, initiative in proposing policies, and responsiveness to constituents' concerns.

Given that legislative work requires high levels of cognitive involvement, emotional commitment, and behavioral consistency, it is reasonable to expect that engaged DPRD members will demonstrate superior performance outcomes. Accordingly, the first hypothesis is formulated as follows:

H1: Employee engagement has a positive and significant effect on the performance of DPRD members.

2.3 Workload and Performance

Workload refers to the quantity and complexity of tasks and responsibilities assigned to an individual within a specific time frame (Dhini Rama, 2010). Excessive workload is often linked to stress and burnout, which may reduce performance (Zhang et al., 2021). However, the Job Demands–Resources (JD-R) model proposed by Bakker and Demerouti (2007) provides a more nuanced explanation by distinguishing between challenging demands and hindrance demands.

Challenging demandssuch as complex assignments or high responsibilitycan stimulate motivation and enhance performance when supported by adequate resources. In contrast, hindrance demands primarily create frustration and impede productivity. Within the DPRD context, workload includes attending meetings, drafting regional regulations, conducting oversight visits, and managing political expectations. These responsibilities may function as challenging demands that enhance competence and legitimacy, particularly when managed effectively.

Although some studies report a negative relationship between workload and performance (Maida & Lukiyana, 2024), others suggest that proportional and meaningful workload may increase productivity and responsibility. Therefore, in a legislative setting characterized by political accountability and public scrutiny, workload may act as a performance driver. The second hypothesis is thus proposed:

H2: Workload has a positive and significant effect on the performance of DPRD members.

2.4 Organizational Support and Performance

Perceived Organizational Support (POS) theory, introduced by Eisenberger et al. (1986), posits that employees who perceive strong organizational support develop greater affective commitment, loyalty, and performance. Organizational support includes recognition, provision of resources, administrative facilitation, and a supportive work climate.

In public-sector research, organizational support has been found to enhance work engagement and job performance (Li et al., 2022; Hakim, 2022). Within the DPRD environment, organizational support may take the form of competent secretariat services, availability of expert staff, adequate facilities, policy training, and political backing from parties. These elements enable members to translate their motivation and effort into tangible legislative outcomes.

Given its enabling function, organizational support is expected to directly enhance performance. Therefore, the third hypothesis is formulated as follows:

H3: Organizational support has a positive and significant effect on the performance of DPRD members.

2.5 The Moderating Role of Organizational Support

Beyond its direct influence, organizational support may function as a contextual variable that strengthens the relationships between engagement, workload, and performance. According to POS theory and the JD-R framework, organizational resources amplify the motivational potential of job demands and personal engagement.

When DPRD members perceive strong institutional support, their engagement is more likely to be converted into effective legislative output. Similarly, challenging workload can enhance performance more substantially when supported by adequate administrative systems and expert assistance. Conversely, in the absence of organizational support, engagement may not yield optimal results, and workload may lead to strain rather than productivity.

Empirical studies indicate that organizational support moderates the engagement–performance relationship (Yongxing et al., 2017) and buffers the negative impact of workload (Maida & Lukiyana, 2024). Accordingly, the following hypotheses are proposed:

H4: Organizational support positively moderates the relationship between employee engagement and performance, such that the relationship becomes stronger when organizational support is high.

H5: Organizational support positively moderates the relationship between workload and performance, such that the relationship becomes stronger when organizational support is high.

3. Method

This study employs a quantitative approach using a survey research design. The quantitative method was selected because the study aims to objectively measure and analyze the relationships between workload and engagement on the performance of members of the DPRD of Riau Province through statistical data analysis.

The research population consists of all 65 members of the DPRD of Riau Province for the 2024–2029 period. Given that the population size is relatively small and fully accessible, a saturated sampling technique was applied, whereby all members of the population were included as research respondents. This approach ensures comprehensive representation and eliminates sampling bias.

The data sources in this study comprise both primary and secondary data. Primary data were obtained directly from respondents through a structured questionnaire designed using a five-point Likert scale. Secondary

data were collected from official documents of the DPRD Riau, publications from the DPRD Secretariat, and relevant academic literature. The research instrument consisted of questionnaire items representing the indicators of the study variables, namely workload, engagement, and performance. The questionnaire was distributed online via Google Forms and disseminated through messaging applications to facilitate efficient and timely data collection.

The collected data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with the assistance of SmartPLS software. This analytical technique was selected because it enables the simultaneous examination of relationships among latent variables, even when the data distribution is non-normal or the sample size is relatively small. The analysis was conducted in two main stages: (1) evaluation of the outer model to assess the validity and reliability of the measurement indicators, and (2) evaluation of the inner model to examine the structural relationships among variables.

Through this methodological framework, the study is expected to provide robust empirical evidence regarding the influence of workload and engagement on the performance of members of the DPRD of Riau Province.

4. Result and Discussion

The empirical findings of this study demonstrate that employee engagement, workload, and organizational support significantly influence the performance of members of the DPRD of Riau Province. The structural model estimation using SmartPLS reveals that employee engagement has a positive and statistically significant effect on performance, with a path coefficient of 0.486, a T-statistic of 7.492, and a p-value of 0.000 (< 0.05). The f-square value of 2.336 falls within the large effect size category, indicating that engagement is a major determinant of legislative performance.

These results suggest that when DPRD members exhibit high levels of work engagement, their performance improves substantially. Engagement encompasses emotional attachment (such as pride in representing the public), cognitive involvement (deep understanding of legislative issues), and behavioral commitment (consistent attendance in meetings and active participation in deliberations). The T-statistic far exceeding the critical value of 1.96 confirms the robustness of this relationship, while the large effect size underscores the central role of engagement in explaining variations in legislative performance.

Workload also demonstrates a positive and significant influence on performance, with a path coefficient of 0.412, a T-statistic of 7.514, and a p-value of 0.000. The f-square value of 1.728 indicates a large effect size. This finding implies that higher levels of workloadsuch as frequent commission meetings, drafting of regional regulations, and oversight activitiesare associated with improved performance outcomes. In this context, workload functions not as an excessive burden that induces fatigue, but rather as a challenging demand that stimulates responsibility and productivity.

This outcome may be interpreted through the Job Demands–Resources (JD-R) Model (Bakker & Demerouti, 2007), which posits that challenging job demands can enhance motivation and performance when individuals possess adequate resources. In the case of DPRD Riau, legislative workload appears to constitute challenging demands rather than hindrance demands. Activities such as drafting regional regulations and conducting constituency visits provide opportunities for capacity development and political legitimacy. Thus, workload acts as a performance stimulator rather than an obstacle.

The most dominant determinant of performance, however, is organizational support. The path coefficient of 0.844, with a T-statistic of 12.389 and a p-value of 0.000, indicates a very strong and statistically significant effect. The f-square value of 6.563 confirms a very large effect size, far exceeding the influence of other variables. Organizational support includes adequate work facilities, effective secretariat services, availability of expert staff, technical training, and a conducive work climate. When DPRD members perceive strong organizational support, they feel valued, empowered, and more confident in fulfilling their representative and oversight functions.

This finding aligns with Perceived Organizational Support (POS) Theory (Eisenberger et al., 1986), which argues that individuals who perceive high levels of organizational care and recognition develop stronger affective commitment and motivation. The results of this study extend the application of POS theory into the political-legislative context, demonstrating that organizational support is equally critical for elected representatives as it is for employees in corporate or bureaucratic settings.

Furthermore, moderation analysis reveals that organizational support strengthens the relationships between both engagement and performance, and workload and performance. The interaction between employee engagement and organizational support shows a coefficient of 0.100 (T-statistic = 2.170; p-value = 0.030), while the interaction between workload and organizational support yields a coefficient of 0.130 (T-statistic = 3.121; p-value = 0.002). These results confirm significant moderating effects.

This means that although engagement and workload independently enhance performance, their effects become stronger when supported by a conducive organizational environment. For instance, a highly engaged DPRD member will be able to translate enthusiasm into effective legislative output only when supported by reliable data, competent expert staff, and adequate meeting facilities. Similarly, a high workload can drive productivity if accompanied by efficient administrative systems and time management structures. Organizational support thus functions as a catalyst that amplifies the positive impact of engagement and workload on performance.

The structural model demonstrates excellent goodness-of-fit indicators. The R-square value for performance is 0.905, indicating that 90.5% of the variance in DPRD members' performance is explained by the combined influence of engagement, workload, and organizational support. This represents a very high explanatory power. The SRMR value of 0.030, well below the 0.08 threshold, indicates excellent model fit. The Normed Fit Index (NFI) of 0.929, approaching 1, further confirms strong consistency between the empirical model and observed data. Collectively, these indicators validate the robustness and reliability of the research model.

From a theoretical perspective, this study enriches the literature on organizational behavior by extending classical frameworkssuch as work engagement theory, the JD-R model, and POS theoryinto the legislative and political domain. Unlike most prior studies that focus on civil servants or private-sector employees, this research demonstrates that these theoretical constructs remain relevant for understanding the performance of elected legislative officials. The finding that workload positively influences performance also contributes nuance to the academic debate, indicating that the workload–performance relationship is context-dependent rather than inherently negative.

Practically, the findings provide important implications for improving the effectiveness of the DPRD of Riau Province. First, strategies to enhance performance should prioritize strengthening member engagement through leadership development programs, legislative workshops, and public policy training. Second, workload management should ensure that tasks remain challenging yet proportionate, supported by balanced distribution across commissions and efficient scheduling systems. Third, organizational support must be institutionalized as a strategic priority, including investment in information technology, recruitment of competent expert staff, and cultivation of a supportive work climate. Political parties also play a vital role in providing moral and ideological reinforcement to their representatives.

In conclusion, the results of this study demonstrate that the performance of DPRD members is shaped by the interplay of individual psychological factors and organizational conditions. While engagement and workload directly contribute to performance, organizational support emerges as the most decisive factor and a crucial contextual enabler. Strengthening institutional support systems is therefore essential to optimizing legislative effectiveness and enhancing democratic governance at the regional level.

5. Conclusion

This study affirms that understanding the performance of DPRD members cannot be confined solely to legislative outputs, oversight achievements, or budgetary accomplishments. Rather, performance must be viewed as the outcome of an interaction between individual and organizational factors. Work engagement provides the psychological energy that forms the foundation of members' commitment, workload functions as a driving force that tests their capacity and sense of responsibility, while organizational support ensures that such energy and efforts are effectively channeled toward tangible performance outcomes.

Furthermore, the findings demonstrate that legislative dynamics at the regional level possess unique characteristics that do not entirely correspond to bureaucratic or private-sector contexts. Within the DPRD, challenging workload does not automatically constitute an obstacle; instead, it can transform into a performance-enhancing factor when supported by an adequate organizational structure. This suggests that legislative effectiveness depends on a balance between the internal motivation of council members and the external support provided by the institution.

A significant contribution of this research lies in its integration of management perspectives with the realities of local political governance. By extending organizational behavior studies into the domain of regional legislative institutionsan area that has received limited scholarly attentionthis study broadens the analytical framework for understanding political performance. The findings indicate that improving DPRD performance is not merely a matter of political ethics or individual competence, but also the result of systematic organizational strategies aimed at fostering engagement, managing workload, and strengthening institutional support.

From a practical standpoint, these findings highlight the necessity for the DPRD of Riau Province to adopt a more adaptive human resource management approach. Initiatives such as enhancing political and legislative training, proportionally distributing work agendas, and improving the effectiveness of the DPRD secretariat services can help establish a work environment that supports member productivity. Through these

measures, the DPRD can become more responsive to public needs and more effective in executing its legislative, oversight, and representative functions.

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