

## PENYALAHGUNAAN OLEH ATASAN MEMPENGARUHI KINERJA KARYAWAN

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### ABSTRACT

*This study aims to analyze the influence of supervisor support, supervisor abuse, career development, job satisfaction, and job insecurity on job performance among permanent employees at a leading construction company in Indonesia. The research method used was a quantitative approach using Partial Least Squares Structural Equation Modeling (PLS-SEM) analysis techniques. A questionnaire was distributed to 152 employees, with a return rate of 88%, or 134 respondents. The results showed that supervisor support and career development had a positive effect on job satisfaction, while supervisor abuse had a negative effect on job satisfaction and a positive effect on job insecurity. Furthermore, job satisfaction and career development had a positive effect on job performance, while job insecurity had a negative effect on job performance. The conclusion of this study is that employee job performance is significantly influenced by supervisor support, supervisor abuse, career development, job satisfaction, and job insecurity. Therefore, companies need to increase supervisor support, develop employee careers, and minimize abusive behavior to improve employee performance.*

**Keywords:** Supervisor Support, Supervisor Abuse, Career Development, Job Satisfaction

### INTRODUCTION

The country's economic growth can be seen from the development that occurs, because infrastructure development can trigger economic development and cause social and cultural changes in society. According to data submitted by the Director General of Construction Development in 2023, the contribution of the construction sector to Gross Domestic Product (GDP) in Indonesia was 9.92%, becoming the 5th largest sector after the Manufacturing Industry (18.67%), Trade (12.94%), Agriculture (12.53%), and Mining (10.52%) (PUPR, 2024). Even in 2025, the National Research Manager of BCI Central stated that the total construction project market is predicted to grow by 5.48% compared to 2024 (Ruhlessin & Alexander, 2024). One of the infrastructure companies that has been operating since 1988 in Indonesia shows that the majority of employees working in the company are senior employees who have worked for more than 15 years, which shows that employee turnover in the company is very low. This certainly has a positive impact, such as reduced recruitment and training costs, increased productivity because the employees who work are certainly people who have experience doing their current tasks. However, the low turnover can also have several negative impacts such as seniority, especially when new employees are recruited into the team, so that some employees often experience unpleasant actions. This refers to supervisor abuse, where supervisor abuse is a negative attitude from superiors such as ridicule, threats, deliberate hiding of information, silencing (silent treatment) and other negative attitudes (Jung & Yoon, 2020).

Negative supervisors can be detrimental to employee well-being, particularly through poorer mental health and lower job satisfaction (Wang & Tang, 2022). Previous research shows that abusive supervisors can significantly and negatively affect employee job satisfaction (Ampofo et al., 2023; Jung & Yoon, 2020; Miao et al., 2020). This means that abusive supervisors can reduce employee job satisfaction which can also have an impact on

employee performance (Al-Haidan et al., 2022). This is also supported by the statement from the interview results that the majority of employees have standard performance. Employee performance or work performance is the work results in terms of quality and quantity achieved by an employee in carrying out his duties according to the responsibilities given to him (Mwova & Langat, 2021). In this case, the construction company's employees often complete tasks not according to the set time target, causing delays in project completion. It can be said that 4 out of 5 projects that are worked on often experience delays. Delays in project completion can be caused by several factors, such as requests from contractors, revisions from clients, and others. However, delays caused by internal employees also often occur, for example, the revision time is quite long or the time to make reports that are also not according to target. This can certainly disrupt the overall performance of the company and also has the potential to cause a decline in the company's reputation.

In addition to abusive supervisors, other factors that are thought to also influence employee performance are support from supervisors or supervisor support. Support from superiors is defined as the extent to which leaders value employee contributions and care about their well-being (Kasdorf & Kayaalp, 2022). Support from supervisors to employees working at construction company is not considered to be as expected, where new employees usually need adaptation to get used to doing their jobs so they usually need help from coworkers or superiors. This then refers to supervisor support. Research conducted by Paek et al. (2022), García-Cabrera et al. (2023) and Yadav et al. (2023) shows that supervisor support can affect employee job satisfaction. Because companies prefer to retain employees and rarely make layoffs, this creates job security or a feeling of safety at work.

Employees who work at Construction company assume that they will remain consistently in the organization even though they have standard performance, therefore employees are not motivated to work optimally. This then refers to low job insecurity so that there is no fear of being fired even though they do not perform well. Research conducted by Kayar et al. (2024), Wang et al. (2021) and Darvishmotevali et al. (2020) shows that job insecurity can affect job performance. Due to the low turnover rate, the opportunity for employees at the staff level to get a job promotion is also reduced. So career development is not felt to be as expected. Purnamasari et al. (2021) defines career development as a set of individual behavioral transitions in finding valuable skills and abilities to develop themselves and their careers during a certain period. Research conducted by Al-Haidan et al. (2022), Ituma et al. (2024) and Kim et al. (2022) shows that career development can affect job performance. Based on this, it can be said that employee performance at construction company is considered to be still not in accordance with expectations, which is thought to be influenced by supervisor support, supervisor abusiveness, career development, job insecurity and job satisfaction.

## **RESEARCH METHODS**

This study was conducted quantitatively with a descriptive study approach that tested the influence of supervisor support, career development, supervisor abusive, job satisfaction and job insecurity on job performance in permanent employees in one of the leading construction companies in Indonesia. The study was conducted by distributing questionnaires to all 152 employees in the project support services section, where 134 questionnaires were filled out in full (88% rate return). This research uses a partial least squares structural equation modeling (PLS-SEM) analysis technique approach. This tool is beneficial when the purpose of the study is to predict relationships (Hair et al., 2019; Sarstedt et al., 2019, 2022). All variables in this research were measured using a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The measurement instruments were adapted from previously validated studies. Supervisor abusive was measured using 5 item scale adopted

from the study (Pradhan et al., 2020). Job satisfaction was measured using 5 item adopted from the study (Youcef et al., 2016). Job insecurity was measured using 4 item adopted from the study (Darvishmotevali & Ali, 2020). Job performance was measured using 7 item adopted from the study (Al-Haidan et al., 2022). Career development was measured using 11 item adopted from the study (Basa et al., 2022). Supervisor support was measured using 4 item adopted from the study (Paek et al., 2022). All questions have been translated into Indonesian to make it easier for respondents to give the answers.

## RESEARCH RESULT AND DISCUSSIONS

This study distributed questionnaires to the entire population, namely 152 employees, but the number of questionnaires filled out was 134 employees, so the questionnaire completion rate was 88% of the total population.

**Table 1.**  
**Profile Respondents**

	<b>Kriteria</b>	<b>Freq</b>	<b>Percentage</b>
Gender	Male	109	81,34%
	Female	25	18,66%
Age	17 - 27 years	11	8,21%
	28 - 43 years	79	58,96%
	44 - 59 years	44	32,84%
Last Education	Diploma D3/D4	37	27,61%
	Bachelor's Degree S1	80	59,70%
	Master's Degree S2	17	12,69%
Time of work	Less than 1 year	14	10,45%
	1 - 3 years	33	24,63%
	3 - 7 years	12	8,96%
	7 - 13 years	50	37,31%
	More than 13 years	25	18,66%

There are two stages of analysis in the PLS-SEM method, namely the analysis of the measurement model and the structural model. In the evaluation of the measurement model, the outer loading value is expected to be  $\geq 0.7$  to indicate the validity of the indicator, while the Composite Reliability (CR) and Cronbach's Alpha should be  $\geq 0.7$  for good reliability. For convergent validity, the Average Variance Extracted (AVE) must be  $\geq 0.5$  (Hair et al., 2022). In the evaluation of the structural model,  $R^2$  indicates the predictive power of the model (high values indicate a good model), while  $Q^2$  is used to measure predictive relevance (positive values indicate good relevance).

**Table 2.**  
**Measurement Model Result**

<b>Variable</b>	<b>Indicator</b>	<b>Outer Loading</b>	<b>AVE</b>	<b>Cronbach's alpha</b>	<b>Composite reliability</b>
Career Development	CD.01	0.900	0.885	0.987	0.988
	CD.02	0.972			
	CD.03	0.951			
	CD.04	0.894			
	CD.05	0.953			

Variable	Indicator	Outer Loading	AVE	Cronbach's alpha	Composite reliability
	CD.06	0.885	0.835	0.934	0.953
	CD.07	0.957			
	CD.08	0.958			
	CD.09	0.942			
	CD.10	0.968			
	CD.11	0.964			
Job Insecurity	JI.01	0.887	0.768	0.950	0.959
	JI.02	0.964			
	JI.03	0.928			
	JI.04	0.875			
Job Performance	JP.01	0.838	0.719	0.902	0.927
	JP.02	0.917			
	JP.03	0.878			
	JP.04	0.857			
	JP.05	0.863			
	JP.06	0.852			
	JP.07	0.928			
Job Satisfaction	JS.01	0.857	0.805	0.939	0.954
	JS.02	0.857			
	JS.03	0.867			
	JS.04	0.795			
	JS.05	0.861			
Supervisor Abusive	SA.01	0.942	0.736	0.880	0.917
	SA.02	0.868			
	SA.03	0.867			
	SA.04	0.893			
	SA.05	0.914			
Supervisor Support	SS.01	0.786	0.868		
	SS.02	0.918			
	SS.03	0.854			
	SS.04	0.868			

Discriminant validity is defined as the extent to which a variable stands alone from other variables in the research model. In this study, discriminant validity testing was conducted by looking at the Heteroit Monotrait (HTMT) value. HTMT is the ratio of the correlation between traits to the correlation within traits. HTMT is the average of all indicator correlations across constructs that measure different constructs (i.e., heterotrait-heteromethod correlations) relative to the (geometric) average of the indicator correlations that measure the same construct (Hair et al., 2022).

**Table 3.**  
**Discriminant Validity (HTMT)**

Variable	CD	JI	JP	JS	SA	SS
Career Development						
Job Insecurity	0.652					
Job Performance	0.591	0.647				
Job Satisfaction	0.664	0.732	0.650			
Supervisor Abusive	0.556	0.814	0.577	0.637		
Supervisor Support	0.637	0.700	0.724	0.671	0.628	

The HTMT value is all less than 0.900 so it can be concluded that all indicators have been able to measure the targeted variables and do not measure other variables.

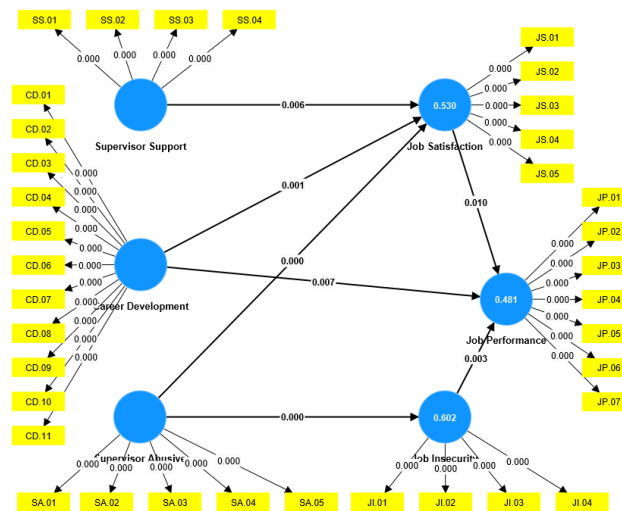


Figure 2. R Square

The R square value on the job performance variable is 0.481, which means that 48.1% of the job performance variable can be explained by the career development, job satisfaction and job insecurity variables, while the remaining 51.9% is influenced by other variables outside this study. In the  $f^2$  test, the influence of abusive supervisors on job insecurity is 1.513, greater than 0.35, which means it is included in the large effect category, so it can be concluded that if the abusive supervisor variable is removed from the research model, the r square value on the job insecurity variable will experience a moderate change. While other influence paths affect the r square value in the small effect category because it is less than 0.15. To be able to determine the t table value through the use of the bootstrapping method (Hair et al., 2022), through a significance level of 5% or with a confidence level of 95% and there are 2 sides (two tails) with a degree of freedom (df) of 148 (150 - 2). The following are the results of the hypothesis test in this study:

Table 4.  
Hypothesis Test

Hypothesis	Path Coefficient	t-stat	P values	Decision
H1 Supervisor Support -> Job Satisfaction	0.260	2.540	0.006	Supported
H2 Career Development -> Job Satisfaction	0.326	3.267	0.001	Supported
H3 Supervisor Abusive -> Job Satisfaction	-0.275	3.511	0.000	Supported
H4 Supervisor Abusive -> Job Insecurity	0.776	18.540	0.000	Supported
H5 Job Satisfaction -> Job Performance	0.275	2.315	0.010	Supported
H6 Job Insecurity -> Job Performance	-0.290	2.718	0.003	Supported
H7 Career Development -> Job Performance	0.227	2.443	0.007	Supported

The results of the hypothesis test show that all hypotheses are supported, which means that this study proves that abusive supervisors can significantly affect job satisfaction significantly and negatively and also increase employee job insecurity which also has a direct impact on employee performance. When viewed based on the results of the hypothesis test, H1 in this study is supported. Supervisor support plays a crucial role in increasing employee job satisfaction. When a superior provides assistance, guidance, and empathy to employees, employees will certainly feel appreciated and supported (Paek et al., 2022), which ultimately increases their satisfaction in their work. This sense of appreciation can influence employee perceptions of job satisfaction which can then also encourage employee productivity (García-Cabrera et al., 2023).

Supervisors can provide various types of support to employees, including emotional support (providing empathy and concern), instrumental (providing practical assistance), informational (providing general information), and appraisal support (McIlroy et al., 2024). H2 in this study is also supported, which shows that career development significantly affects job satisfaction. When organizations provide opportunities to improve skills, get training, or participate in career development programs, employees feel that the organization values their potential and invests in their professional growth (Wickramaratne, 2021). This creates a strong sense of ownership and loyalty, which has a positive impact on job satisfaction. In addition, having a clear career path (Al-Haidan et al., 2022), Employees have goals they can achieve, which increases their motivation and commitment to their work. Career development also helps employees feel more prepared to take on bigger work challenges, increasing their sense of self-confidence and accomplishment. (Luwei & Huimin, 2024). When employees see tangible results of their efforts through promotions, raises, or recognition, they feel more satisfied with their jobs. H3 shows that supervisor abuse significantly and negatively affects job satisfaction. When a supervisor treats employees disrespectfully, such as by giving negative criticism, belittling, or exhibiting manipulative behavior, employees tend to feel unappreciated and lose self-confidence (Wang & Tang, 2022). This stressful work environment can lead to stress, anxiety, and emotional exhaustion, which reduce employee motivation and engagement in the job. In addition, negative relationships with supervisors can damage employees' perceptions of the organization as a whole, including feeling that the organization does not protect their well-being. Previous research has also shown that abusive supervisors have been shown to significantly affect job satisfaction (Ampofo et al., 2023; Jung & Yoon, 2020; Miao et al., 2020).

H4 shows that supervisor abuse significantly and positively influences job insecurity. Negative supervisor behavior can make employees feel unstable in their jobs, both in terms of position and professional relationships (H. Wang & Tang, 2022). Employees may begin to question their contributions, feel underappreciated, and worry about the risk of losing their jobs. Abusive behavior can also create fears that supervisors may intentionally thwart their career opportunities or withhold recognition for work accomplishments. This uncertainty often exacerbates employee stress, anxiety, and decreased productivity, creating a negative spiral in the work environment (Khalid et al., 2022). Additionally, abusive supervisors can create the perception that the organization cares little about employee well-being, increasing systemic insecurity. Therefore, leadership that respects employees can be one factor in mitigating high levels of job insecurity and building a sense of stability in the workplace.

H5 in this study shows job satisfaction is proven to significantly affect job performance. When employees are satisfied with their jobs, they are more motivated to make maximum contributions to the company (Delic et al., 2021). Job satisfaction creates a strong sense of belonging and commitment to the company's goals, which encourages employees to work more focused and efficiently (Sembiring et al., 2022). In addition, satisfied employees tend to have lower stress levels and a better work-life balance, allowing employees to

perform tasks with higher quality. This satisfaction also increases creativity and problem-solving abilities, as employees have the energy and enthusiasm to find innovative solutions. H6 in this study shows job insecurity is proven to significantly affect job performance, which means job insecurity can reduce employee performance when working. When employees feel insecure about their job stability, employees tend to experience increased stress and anxiety which will impact their performance (Qian et al., 2022). This feeling of uncertainty can reduce concentration and motivation, as employees focus more on the fear of losing their jobs than on their tasks (Kayar & Yeşilada, 2024). Job insecurity can also lead to decreased commitment to the organization, as employees feel less appreciated or unsure about their future within the company (Herrera & De Las Heras-Rosas, 2021). In addition, insecure employees often reduce their levels of creativity and productivity, and are reluctant to take the initiative or risks necessary for innovation. H7 in this study shows career development is proven affect job performance significantly. When organizations provide opportunities for employees to improve their skills through training, mentoring, or career development programs, employees will feel empowered and valued (Atef et al., 2022). This increased capability helps employees become more competent and confident in completing their tasks, which directly improves the quality of work output. In addition, a clear career path provides additional motivation for employees to achieve higher targets, while strengthening employee commitment to the organization. Through career development, employees also gain broader insights, allowing them to face challenges with more creative and effective solutions.

## CONCLUSION

The results of this study indicate that all hypotheses are supported, meaning that abusive supervisors, supervisor support and career development have a significant effect on job satisfaction which also has an impact on job performance. In addition, abusive supervisors have been shown to be able to reduce employee job satisfaction and increase job insecurity in employees which can have a negative impact on decreasing performance. Companies can pay attention to the career development provided if they want to improve employee performance. Increasing the perception that the company supports employee career development requires a strategic approach that shows the organization's commitment to the professional growth of these employees. Some things that can be done are by providing training or mentoring programs, especially from superiors to their employees, in addition, recognition of achievements is also important to do. Job insecurity can be increased in various ways, such as providing recognition, appreciating employees, transparency of company goals, opportunities for career development, and various other positive things. If some of these things are done, it is hoped that the company can reduce feelings of insecurity in employees. Superiors also need to evaluate whether they have shown trust in their subordinates in working, because this trust is a form of support from superiors to their subordinates which will have an impact on employee job satisfaction.

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