


Determinants of perceptions of organizational support and job satisfaction on employee performance

Magita¹, Sri Anjarwati², Dedy Kurniawan³

^{1,2,3}Fakultas Bisnis dan Ilmu Sosial, Universitas Dian Nusantara, Jakarta

Article Info	ABSTRACT
Keywords: Job Satisfaction, Employee Performance, Perception Of Organizational Support	Human resources are an element in carrying out all activities of a company. Organizations expect employee performance to be as high as possible to achieve organizational excellence and compete in the corporate world. A company's performance can run well if the performance of its employees supports it. The research aims to analyze the influence of perceived organizational support and job satisfaction on employee performance at PT. XYZ. This type of research is quantitative using the causality method—population of PT employees. XYZ has 32 employees as respondents. The sampling technique is a census, which makes all population members into research samples. The research instrument used was a questionnaire with a Likert scale. The data analysis used is a structural equation model with Smartpls software. This research examines perceived organizational support and job satisfaction determinants, which influence employee performance at PT. XYZ Jakarta, original, is the object of research and analysis using the Smartpls tool. The research results of perceptions of organizational support are not significant on employee performance, and job satisfaction influences employee performance at PT. XYZ Jakarta.
This is an open access article under the CC BY-NC license 	Corresponding Author: Magita Fakultas Bisnis dan Ilmu Sosial, Universitas Dian Nusantara, Jakarta sri.anjarwati@undira.ac.id

INTRODUCTION

Employee perceptions of organizational support are influenced by the forms of organizational support provided to employees. Perception of organizational support guarantees that the organization will provide sufficient assistance in carrying out tasks effectively and dealing with vulnerable demands at work, such as role conflict and role ambiguity[1]. Combining membership in the organization with the employee's identity makes the employee feel part of the organization. Employees who feel they have support from the organization have a sense of nourishment within the employee. This is what will increase employee commitment [2]. According to Eisenberger et al[3], perceived organizational support refers to how employees assess their contribution and the organization's attention to their well-being. Suppose employees believe that the organizational support they receive is excellent. In that case, they will incorporate their membership as members of the organization into their self-identity and then develop more positive relationships and perceptions of the organization [4].

Managing human resources in a company is essential and complex for a company to do, known as human resource management. The company must support quality human processes. Mathis and Jackson [5]state that human resource management has a big responsibility because it functions as a management centre and provider of human resources for other departments. If employees feel that their company values their work and cares about their well-being, they will incorporate their membership as members of the organization into their self-identity. As a result, their relationships and perceptions of the company will be better [6].

Eisenberger et al. [6] defined *perceived organizational support* as the degree to which the organization values employees' contributions and cares about their well-being. They stated that POS can meet the needs and provide guarantees for employee welfare, which impacts their sense of obligation and affective commitment to the organization. Therefore, POS fosters employee confidence that the company will always support them as long as they work, regardless of stressful situations [7]. Employees' sense of trust in the organization then fosters a sense of reciprocity in long-term returns [6].

The three main antecedents considered to be organizational support are rewards and working conditions, support from superiors, and procedural policies[6]. One of the antecedents to POS is procedural justice, which includes the fairness of organizational policies and procedures in the distribution of resources, according to Greenber [8] supervisor support is related to views regarding several policies and procedures. Rhoades and Eisenberger [6]identified that three main categories of treatment employees perceive are related to perceptions of organizational support. These three main categories are as follows:

1. Justice (Fairness)

Procedural justice concerns the methods used to determine the distribution of resources among employees. Treat employees with dignity and respect and provide information to employees regarding output.

2. Supervisor Support

According to Eisenberger [9] employees form global perceptions regarding their assessment of the organization. Employees will develop a general view of how much their superiors value their contributions and care about their well-being. Superiors act as organizational agents responsible for leading and evaluating subordinates' performance so that employees see their superiors' orientation as an indication of organizational support.

3. Rewards and working conditions

Rewards given by organizations and work environments include awards, recognition, and promotions. According to organizational support theory, the natural enjoyment of work and the opportunity to receive independence rewards indicate that the organization wants to retain members and demonstrate that it has control over how employees perform their jobs. Because employees know the sources of stress in their workplace, there is a negative correlation between stress and perceived organizational support. Stress is when a person cannot cope with the needs of his

environment. Considered an investment in employees, on-the-job training will make a company look better.

Work depends on interactions with co-workers and superiors, following company rules and policies, meeting performance standards, living in working conditions that are often less than ideal, and other similar things. This means that an employee's assessment of whether he is satisfied with his job is a complex summation of several discrete job elements [10][11]. The important thing related to work is employee satisfaction, which impacts performance. Satisfaction Work is the perception of employees about how much Good work they provide is important [12]. Job satisfaction is related to variables such as turnover, absenteeism, age, job level and organizational size [13]. Job satisfaction is a pleasant or unpleasant emotional state a person uses to relate to his work. Job satisfaction reflects a person's feelings about his job. This is reflected in a positive attitude towards work and everything encountered in the work environmen[14]. Happiness is related to several key employee variables such as turnover, absenteeism, age, job and the size of the organization where the employee works[15].

Regarding performance, performance is the final result of an employee's work process in a certain period, using ideas and actions to achieve the company's work goals[16]. According to Mangkunegara [13], performance means the quality and quantity of work results that can be achieved by an employee in carrying out his duties according to the responsibilities given to him. Leaders are essential in an organization or company because leadership factors can significantly influence employee performance. Leaders plan, inform, make and evaluate various decisions that must be made in the organization[17].

PT. XYZ is a livestock company that started by farming laying hens and then developed by establishing Southeast Asia's most prominent organic fertilizer company. The group's business is increasingly developing by constructing other business units such as feed factories, animal medicines, chicken slaughtering and food processing. This company also has a solid, professional and tough management team and is supported by human resources who are experts in their fields. As an example of the seriousness of this industry, experts are brought in from China, South Korea and Malaysia in addition to experienced Indonesian workers. The company's vision is to become a robust, competitive and good animal feed-producing company in the national and international industrial arena. The company's mission is to maintain business integrity, competitive spirit, sincerity and commitment to work, and professional responsibility for all company customers without exception.

Based on an interview with the Assistant Manager of HRD PT. In recent years, XYZ has had several problems in company management. Namely, the company does not provide full employee rights, so there is no level of employee satisfaction, which results in decreased employee performance results, as well as the company not fulfilling employee rights such as meal allowances, transportation allowances, and overtime allowances. , bonuses, etc., the company does not provide clear information regarding the employee management structure in the company, and the company does not provide clear regulatory SOPs to employees, so employee performance results and morale decline. This occurs due

to the company management's need for more sensitivity to their rights. Employee. Statement from the Assistant Manager HRD PT. XYZ.

The number of employee absences from semester I for January – July 2022 to semester II for August – December 2022. In semester I, the number of employee absenteeism showed an alpha level of 0.29%; in semester II, which had an alpha of 59%; a quite sharp increase occurred in semester II with a period of six months. There is a tendency to increase the number of employee errors during this period. The number of employee omissions continues to increase in second-semester absences because employees often do not provide reasons or news for their absence from the company, so it is difficult for the HRD department to contact them; some employees feel uncomfortable working at the company anymore because the company does not provide the rights that employees should have. The company does not care about employees' hard work for the company, and there is no reciprocity between employees and the company; therefore, employees behave indifferently towards the company.

METHODO

The author of this study used a causal research approach. There are independent and dependent variables, and the relationship of variables to the research subject is considered cause and effect. This research aims to discover the perception of organizational support, job satisfaction, and performance of PT employees. XYZ. To solve problems, my research requires objects and subjects that must be researched; therefore, in this research, all employees of PT. XYZ, totalling 32 people, became the research sample, so the sampling technique used was a census or saturated sample. Thus, the number of samples used in this research was 32 people.

The data collection technique for obtaining primary and secondary data in research is field research. Field research is a data collection method for obtaining primary data from respondents who are research samples using a Questionnaire Sheet instrument. Questionnaire answers are used to obtain responses from sample respondents. Researchers also conduct literature studies by studying, quoting, and using various theories and relevant information as research references.

Partial Least Square analysis was used in this research. Ghazali [18] states that the variance-based structural equation method can measure and describe latent variables. PLS can not only be used to confirm theories but also to find ideal predictive linear relationships in data. According to Ghazali [18], the partial least squares analysis method is very effective because it is not based on many assumptions, the sample does not need to be significant, and the data does not have to be generally distributed in a multivariate way.

FINDINGS AND DISCUSSION

Descriptive Analysis

Based on processed data, 59.38% of respondents were female, the age of the majority of respondents, namely 56.25% of respondents, was 26 - 35 years old, and < 25 years old was 40.63%, 36 - 45 years old was 3.12%, so that the respondents indicated that the

respondents were aged productive. Regarding length of work, it shows that the majority of respondents, namely 59.38%, had a work period of 1-3 years, while 40.62% had a work period of 4-6 years. The educational characteristics of respondents showed that 46.88% of respondents had a bachelor's degree, and 34.37% had a high school education. Lastly, the income of 43.75% of respondents was 3.1 million to 5 million Rupiah per month, while 28.12% earned 5.1 million to 10 million Rupiah per month.

Measurement Models

The Convergent Validity test of the measurement model with reflexive indicators is assessed based on the correlation between the item/component score and the construct score calculated using PLS. Individual indicators are considered valid if they have a correlation value above 0.70. However, at the research stage of development, the loading factor scale of 0.50 to 0.60 is still acceptable. The results of the PLS data processing show that Cronbach's alpha value is > 0.60 for each construct. Next, the inner or structural model is tested to see the relationship between variables, significant values and R-square of the research model. Hypothesis testing was carried out using the bootstrap resampling method, showing that all variables were suitable for further processing.

Table 1. *R Square*

	<i>R-Square</i>
Employee performance	0.977

The table above shows the results of processed PLS data, the employee performance variable has an R-Square value of 0.977, which means the model for the employee performance variable is very good.

Goodness of Fit Model

Testing the goodness of fit of the structural model, the inner model uses the predictive – relevance value (Q2). The Q-Square value is greater than 0 (zero), indicating that the model has predictive relevance value. The predictive-relevance value is obtained by the formula:

$$Q2 = 1 - (1 - R1)$$

$$Q2 = 1 - (1 - 0.977)$$

$$Q2 = 1 - 0.023$$

$$Q2 = 0.977$$

The calculation results above show a predictive–relevance value of 0.977 (> 0). This means that the variables used explain 97.7% of the variation in the variables of perception of organizational support, work environment and employee performance. Thus, the model is considered worthy of having relevant predictive value.

Hypothesis Testing Results

The estimated value for the path relationship in the structural model must be significant. This significance value can be obtained using the bootstrapping procedure. See the significance of the hypothesis by looking at the parameter coefficient values and the T-statistic significance value in the bootstrapping report algorithm. To determine whether it is

significant, look at the T-table at alpha 0.05 (5%) = 2.04. then, T-tables are compared by T-count (T-statistics).

Table 2. Hypothesis Testing Results

	<i>Original Sample</i>	<i>Standard Deviation</i>	<i>T-Statistics</i>	<i>Information</i>
<i>Perception of organizational support-> Employee Performance</i>	-0.053	0.057	0.842	<i>Not significant</i>
<i>Job Satisfaction -> Employee Performance</i>	1.004	0.027	32,991	<i>Positive and Significant</i>

Source: PLS output

The table above explains that perceptions of organizational support do not have a positive and significant effect on employee performance. Because T---statistics > Ttable (0.842 < 2.04), the hypothesis is not accepted. This means that the perception of organizational support within the company is not going well, and the company is not responding well to employees. This makes employees uncomfortable working in the company now, with the company almost going bankrupt. Furthermore, job satisfaction has a positive and significant effect on employee performance because T---statistics < Ttable (32,991 > 2.04), and the hypothesis is accepted, meaning that if employee satisfaction is implemented well by the company for employees, then this can improve employee performance. On the other hand, if employee satisfaction within the company does not go according to what was promised to employees, this could reduce employee performance results.

Discussion

Based on the hypothesis test in this research, the results show that perceptions of organizational support do not significantly affect employee performance. The results of this research reinforce Rhoades and Eisenberger's [9] notion that perceptions of organizational support refer to employees' perceptions regarding the extent to which the organization values their contributions and cares about their well-being. The results show that job satisfaction positively and significantly affects employee performance. This research is in line with research findings conducted by Handoko [19], stating that the pleasant or unpleasant emotional state with which someone views their work. According to research, this happens because companies adequately fulfil the needs and rights of their employees. However, there is still something that needs to be improved regarding the company's system, which is still unclear, and there is a need to improve the company's facilities again by the applicable SOPs.

CONCLUSION

From the research results, perceived organizational support has an insignificant influence on employee performance. In contrast, job satisfaction positively and significantly influences employee performance. Thus, research shows that companies do not pay attention and care about the condition of employees; companies do not care about the condition of employees who are still working; this is relevant because the company has experienced signs of bankruptcy in the last few months. The study results show that companies should be able to protect and provide welfare for their employees. This research also shows that the perception of the organizational support variable received a very high score. Thus, further research is expected to use the variable of perception of organizational support with different indicators, both from the aspect of place and different aspects of time and company.

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