



The Effect of Perceived Organizational Support on Employee Performance

Weny¹, Rina Friska B Siahaan², Dewi Anggraini³, Fahmi Sulaiman⁴

¹Office Management, Politeknik Cendana, Medan, Indonesia

^{2,3}Marketing Management, Politeknik Cendana, Medan, Indonesia

⁴Office Management, Sekolah Tinggi Ilmu Manajemen Sukma, Medan, Indonesia

ARTICLE INFO

Keywords:

Performance,
Perceived Organizational Support,
Employee Engagement.

ABSTRACT

Employee performance is relevant to researched, because nowadays many performances are not paid attention to even though a good performance can have a big influence on every company, as well as to find out whether employees work responsibly or not. Good performance will produce satisfactory quality and quantity, but on the other hand, poor performance will produce poor results. This is a special concern within the company, in achieving the company's goals effectively and efficiently through good performance. Every organization always wants satisfactory performance in achieving the goals of the company. There are several factors that affect employee performance, which are Perceived Organizational Support (POS). The problem is the decreasing of employee performance in Medan Cendana Polytechnic due to the decrease in Perceived Organizational Support. This will affect in a decrease of employee engagement. The research objective is an effort to improve employee performance in terms of Perceived Organizational Support and employee engagement. There are several steps in this research, which are distributing questionnaires, recapitulating the results of the questionnaires and analyzing the results with statistics. The results of the research show that based on the partial test data processing (T test) the significance value is below 0.05, which means that there is a relationship between Perceived Organizational Support and Cendana Polytechnic employee performance. The results also show that the employee engagement variable mediates the relationship between Perceived Organizational Support on performance because after the three mediation test conditions are met, the researcher compares the effect of Perceived Organizational Support on employee performance in model 2 and 3. As a result, the effect of Perceived Organizational Support on employee performance in model 3 is weak, this means that there is a partial mediation effect.

E-mail:
estindo@gmail.com

Copyright © 2021 Enrichment : Journal of Management.
All rights reserved.

1. Introduction

The success of the organization is influenced by each individual employee so that every organization seeks to manage its human resources. [1] In an organization or company, human resources are the most important element in it. Employees as the embodiment of human resources act as planners as well as driving company activities. Therefore, human resources have the greatest contribution to the success of an organization or company. [2]

Employee performance is relevant to researched, because in nowadays many performances are not paid attention to even though a good performance can have a big influence on every company, as well as to find out whether employees work responsibly or not. Good performance will produce satisfactory quality and quantity, but on the opposite, poor performance will produce poor results. This is a special concern within the company, in achieving the company's goals effectively and efficiently through good performance. Every organization always wants satisfactory performance in achieving the goals of the company. [3] There are several factors that affect employee performance, which are Perceived Organizational Support (POS).

Perceived organizational support (POS) is an employee's perception of the organization about the extent to which the organization values contributions and cares about their welfare. [1] Organizations generally provide positive forms of support that are beneficial to employees. The support provided is able to create employee perceptions of the organization. Employees with a high level of POS provide maximum performance. POS also generates a response in the form of employee engagement levels.

Employee engagement is a concept of individual behavior in organizations that is positive in terms of human psychology. The concept of employee engagement behavior can bolster success for the company. Engagement or self-attachment in employees to their work will create awareness of the company's business. Awareness of this company's business which will then make employees give all their abilities to the maximum for the company and will have an impact on company performance.

Research Urgency: In Medan Cendana Polytechnic, it is seen that there are problems in terms of employee engagement or lack of employee attachment to work. This is known based on the researcher's observations and interviews with the HRD Team at the Medan Cendana Polytechnic. Of course this is the forerunner to the decreasing of employee performance. Employee engagement itself is a very basic thing in order to increase work involvement to the company because employees consider themselves to be assets that must be improved by the company. To improve employee performance, it is necessary to have a good level of POS so that employee engagement also increases. Research Objectives: To improve the Employee Performance of Medan Cendana Polytechnic through Increasing Perceived Organizational Support (POS) and Employee Engagement.

Perceived organizational support (POS) is the level of how the employees believe their contributions and welfare are valued by the organization." [1] Based on this opinion, it is known that POS is employees' perception of the organization where they

work. Organizations generally provide positive forms of support to employees, for example by giving approval, respect, fair treatment, salaries, promotions, voting rights, access to information and other assistance that can support the implementation of work and welfare. These various forms of acceptance make employees feel responsible for contributing and giving their best performance in return for feeling valued and cared for by the organization.

Performance is the result of work and behavior that has been achieved in completing the tasks and responsibilities given within a certain period [4] From the definition above, performance implies that performance is the work result and work behavior of someone in a period, usually 1 year. Then performance can be measured by its ability to complete the tasks and responsibilities given. This means that performance contains elements of achievement standards that must be met, so that those who achieve the standards that have been set mean good performance or the opposite for those who are not achieved are categorized as underperforming or not good [5] States that individual performance is the basis of organizational performance which is strongly influenced by individual characteristics, individual motivation, expectations, and assessments made by management on the achievement of individual work results.

2. Methods

The method used in this research is descriptive research method because it reveals problems and facts as they are in the field, by providing analysis or interpretation. [6] In addition, research is more focused on providing an overview of the actual state of the object under study. [7] Quantitative research method is the method used in this research because this research is statistical data processing which produces an analysis of theoretical approach based on the results of statistical data analysis. The conceptual framework of this research is as follows.



Fig 1. Conceptual Framework

- The object of this research is the employees of Cendana Polytechnic. This research collects data in 2 ways, which are:
- a. Documentation studies collect and manage data and information obtained related to the problem under researched.
 - b. Questionnaire, is the form of questions asked to respondents, refer to employees of the Medan Cendana Polytechnic who became the object of research and the assessment used an interval scale.
- The stages of this research were carried out together with all research personnel.
- a. Data Quality Test
 - 1) Validity Test to determine eligibility
 - 2) Reliability test to determine the stability and consistency of the respondents.
 - b. Classical Assumption Test
 - 1) Multicollinearity Test
 - 2) Heteroscedasticity Test
 - c. Auto correlation test
- The assumption of the feasibility of this regression model is used to test whether there is no freedom (independence) of the data. The following is a research flowchart:

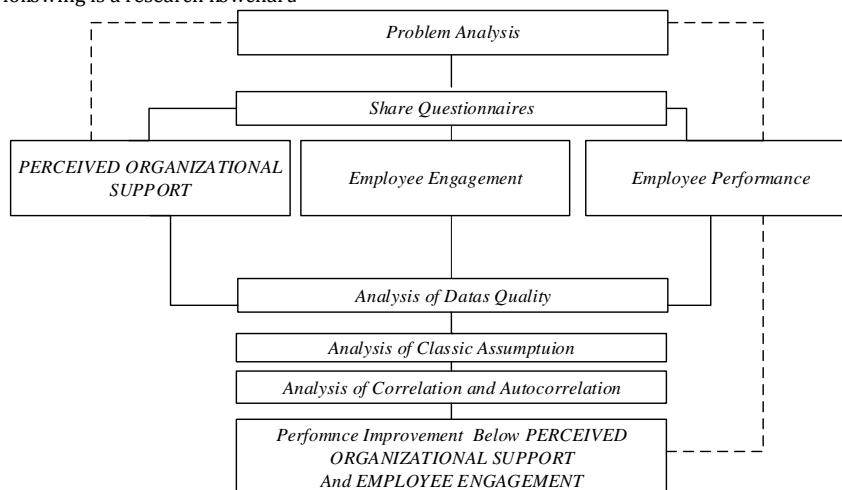


Fig 2. Research Prosedure

3. Results and Discussion

3.1. The Result of Hierarchica Regression Analysis Test

This analysis is used to test all research hypotheses. Testing the effect of mediation uses the basis of Baron and Kenny's testing which requires testing of 3 sets of relationships, which are the relationship between (1) Perceived Organizational Support and Employee Engagement, (2) Perceived Organizational Support and Performance, and (3) Employee Engagement and Employee Performance.

Tabel 1.
Hasil *Hierarchical Regression Analysis* untuk Pengujian Hipotesis

Variabel Independen	Model 1	Model 2	Model 3
	<i>Employee Engagement</i> β	<i>Performance</i> β	<i>Performance</i> β
Perceived Organizational Support	0,623**	0,817**	0,684**
Adjusted R square	0,267	0,726	0,726
F	38,179***	159,032***	159,032***
Employee Engagement			0,334
Adjusted R square			0,691
Selisih Adjusted R square			0,035
F			78,820***

sig **p<0,01;***p<0,001

3.2. Hypothesis Testing Results

Hypothesis 1 (H1)

Hypothesis 1 that Perceived Organizational Support has a positive and significant effect on employee engagement. Model 1 table 1 shows that Perceived Organizational Support has a positive and significant effect on employee engagement (β = 0.623; t = 6.072; p <0.001), so hypothesis 1 is supported.

Hypothesis 2 (H2)

Hypothesis 2 that Perceived Organizational Support has a positive and significant effect on employee performance. The model 2 table is known to have a positive and significant impact on employee performance (β=0.817; t=7.032; p<0.001), so hypothesis 2 (H2) is supported.

Hypothesis 3 (H3)

Hypothesis 3 that Employee Engagement has a positive and significant effect on employee performance. Model 3 is known that employee engagement has a positive and significant effect on employee performance (β=0.334; t=3.904; p<0.01), so hypothesis 3 is supported.

Mediation Testing in Hypothesis 4 (H4)

Testing the mediation of employee engagement in the relationship of Perceived Organizational Support on employee performance in hypothesis 4, the researcher uses the basis for testing Baron and Kenny's mediation that Employee Engagement will mediate the effect of Perceived Organizational Support on employee performance if it meets the following requirements:

- a. Perceived Organizational Support has an influence on employee engagement
- b. Perceived Organizational Support has an influence on employee performance
- c. Employee engagement has an influence on employee performance

If the three conditions are met, then the effect of Perceived Organizational Support on employee performance in model 3 must be lower than in model 2 (this is partially achieved by mediation). Perfect mediation is achieved if in model 3 the effect of Perceived Organizational Support on employee performance becomes 0 (not significant). Based on the mediation test conducted, hypothesis 4 suspects that there is a partial or complete mediation effect by employee engagement in the relationship of Perceived Organizational Support on employee performance.

Model 1 is known that Perceived Organizational Support has a positive and significant effect on employee engagement (β = 0.623; t = 6.072; p <0.001) so that the first condition is met. Model 2 is known that Perceived Organizational Support has a positive and significant effect on employee performance (β=0.817; t=7.032; p<0.001) so that the second condition is met. Model 3 is known that employee engagement has a positive and significant effect on employee performance (β=0.334; t=3.904; p<0.01) so that the third condition is met.

Based on the fulfillment of these three conditions, the researcher compares the effect of Perceived Organizational Support on employee performance in model 2 and model 3. Model 3 is seen as weak compared to model 2. It can be concluded that employee engagement partially mediates the relationship between Perceived Organizational Support on employee performance and the effect of employee mediation engagement in the relationship of Perceived Organizational Support to employee performance, it means that hypothesis 4 is supported.

4. Conclusion

There are several conclusions drawn from this research, there are as follows:

- a. The results of the research indicate that Perceived Organizational Support has an influence on employee engagement because it has a value of = 0.623 which means that there is a positive and significant effect.
- b. The results of the research indicate that Perceived Organizational Support has an influence on employee performance because it has a value of = 0.817 which means there is a positive and significant influence.
- c. The results show that employee engagement has an influence on employee performance because it has a value of = 0.334

which means there is a positive and significant effect.

- d. The results of the research indicate that employee engagement mediates in Perceived Organizational Support on employee performance because after the three conditions of mediation testing are met.

5. References

- [1] N. Ariarni and T. W. Afrianty, "Pengaruh Perceived Organizational Support Terhadap Kinerja Karyawan Dengan Employee Engagement Sebagai Variable Intervening (Studi pada Karyawan PT . Pos Indonesia Kota Madiun)," *J. Adm. Bisnis*, vol 50, no. 4, pp. 169-177, 2017.
- [2] M. S. Prasetyo, "M. Lies Endarwati, M.Si Dosen Jurusan Manajemen Universitas Negeri Yogyakarta," no. 1, pp. 562-573, 2016.
- [3] L. Yusuf, Taroreh, "Terhadap Kinerja Karyawan Pada Cv . Indospice Di Manado the Influence of Employee Engagement , Workload , and Job Satisfaction of the Employee Performance At Cv . Indospice in Manado," *Emba*, vol 7, no. 4, pp. 4787-4797, 2019.
- [4] S. Mustika and K. Rahardjo, "PENGARUH PERCEIVED ORGANIZATIONAL SUPPORT TERHADAP EMPLOYEE ENGAGEMENT DAN ORGANIZATIONAL CITIZENSHIP BEHAVIOUR (Studi pada Staf Medis Rumah Sakit Lavalette Malang)," *J. Adm. Bisnis SI Univ. Brawijaya*, vol 47, no. 1, pp. 9-15, 2017.
- [5] F. S. S. Nurkaydah, "Analisis Tata ruang kantor pada pt. traktor nusantara cabang medan," *J. BIS-A J. Bisnis Adm.*, vol 5, no. 2, pp. 25-32, 2016.
- [6] Kasmir, *Manajemen Sumber Daya Manusia (teori dan praktek)*. Depok: Rajagrafindo, 2016.
- [7] Sinulingga Sukaria, *Metode Penelitian*. Medan.