

THE EFFECT OF ORGANIZATIONAL SUPPORT AND ORGANIZATIONAL COMMITMENT TO EMPLOYEE PERFORMANCE

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ABSTRAK. Penelitian ini bertujuan untuk mengetahui pengaruh langsung antara (1) dukungan organisasi dengan kinerja pekerjaan, (2) komitmen organisasi dengan kinerja pekerjaan, (3) dukungan organisasi dengan komitmen organisasi. Metode yang digunakan adalah metode survei dengan pendekatan korelasional. Dalam penelitian ini dijadikan sampel sebanyak 81 karyawan yang dipilih berdasarkan teknik acak (simple random sampling). Data diperoleh dengan menyebarkan kuesioner. Penelitian ini dilakukan di Dinas Kesehatan Kota Metro. Berdasarkan pengujian hipotesis yang telah dilakukan, dapat digambarkan sebagai temuan penelitian berikut: (1) terdapat pengaruh langsung positif dukungan organisasi dengan kinerja kerja, (2) terdapat pengaruh langsung positif komitmen organisasi terhadap kinerja kerja, (3) ada pengaruh langsung positif antara dukungan organisasi terhadap komitmen organisasi. Implikasi dari penelitian ini adalah upaya untuk meningkatkan kinerja karyawan dapat dilakukan dengan meningkatkan dukungan dan komitmen organisasi.

Kata kunci : Dukungan Organisasi, Komitmen Organisasi, Kinerja

ABSTRACT. This study aims to determine the direct effect between (1) organizational support with job performance, (2) organizational commitments with job performance, (3) organizational support with organizational commitment. The method used is a survey method with a correlation approach. In this study serve as a sample of 81 employees were selected based on random techniques (simple random sampling). Data were obtained by spreading questioner. This study was conducted in Dinas Kesehatan Kota Metro. Based on hypothesis testing that has been done, it can be described as the following research findings: (1) there is a positive direct influence of organizational support with job performance, (2) there is a positive direct influence of organizational commitment on job performance, (3) there is a positive direct influence between organizational support on organizational commitment. The implication of this research is an attempt to improve employee's job performance can be done by improving organizational support and commitment.

Keywords: organizational support, organizational commitment, job performance

INTRODUCTION

Taking into account the wide range and complexity of the cross-sectoral Germas program from the Metro City Health Office, it can be said that the effectiveness of these programs really requires significant support from all levels of the organization through the establishment of a shared vision based on performance. Therefore, improving employee performance is absolutely necessary so that programs that have been launched can be carried out effectively and efficiently.

But it is undeniable that there are still performance problems at the Metro City Health Service. The problem stems from unclear job analysis and job description as explained above which has implications for the occurrence of employee placement mismatches, where there are many employees placed not according to their competence. As a result, employees feel that their work has nothing to do with their working lives, so often they arrive late or not even when the leader is not in place. The next implication boils down to the abandonment of work and services to health units in Metro City.

In addition to that, performance problems were also seen in the cross-sectoral and section collaboration process in the related units at the Metro City Health Office, especially in the process of socializing the Germas Program. Complaints from health units related to the socialization of the Germas Program on average represent problems of communication and collaboration that have not been effectively established. According to Colquitt, Lepine and Wesson (2009: 124) formal performance can be defined as the value of various employee behaviors that contribute both positively and negatively to the achievement of organizational goals.

Employees as human beings basically always need attention and appreciation in supporting the implementation of their work. Unclear job analysis procedures and job descriptions, work placements that are not based on competency, and employee distribution of perceived unfit

rewards ultimately cause employees to feel the organization they work for does not provide work support that is proportional to themselves, causing employees to lose motivation in working and at the same time feel they don't have a strong reason to show their best performance. As a result, the work of employees is minimal.

The ambiguity of the reward system tends to build a negative perception of employees, where employees feel the organization they work in no longer supports him in carrying out his work. When employees feel they have lost support in their work, where the organization and the leadership they work for are no longer concerned with the performance and competence that they have, the conditions and work climate that they build are not conducive, so that employees' commitment to their work and organization will decrease. As a result, it is difficult for employees there to show their performance optimally. Life and life that occur in the community, both real and unreal, students can implement it.

Organizational support whatever form is accepted and felt by employees will have a positive impact on their psychological condition so that they can work in the organization as well as possible. More than that, organizational support felt by employees can also create an employee's love for his organization. Because it has become an instinct for everyone to love kindness and love those who do good for him. A person's love for his organization psychologically will give birth to the commitment and sincerity of the person to show the best performance he has in order to help the organization he works for achieve his goals.

This thought is in line with the opinion expressed by Luthanset. Al, specifically, employees who perceive their organizational climate are more supportive (more supportive) to experience higher levels in terms of their psychological capital which in turn will positively influence their performance.

Robbins and Langton also stated that, employees who believe that leaders

support them in work tend to show better performance and feel a stronger commitment to the organization they work for.

METHOD

This study uses a quantitative approach, with survey methods and path analysis techniques (path analysis). Variables in path analysis techniques consist of two types, namely endogenous variables (dependent variables) and exogenous variables (independent variables). In this study, the variables to be examined are organizational support, organizational commitment, and performance. The endogenous variables in this study are performance and exogenous variables in this study, namely organizational support and organizational commitment.

The population in this study was the administration staff of Metro City Health Office as many as 102 employees. The sample size in this study was determined using the Slovin formula in Sugiyono (2011: 103), namely:

$$n = \frac{N}{1 + Ne^2}$$

Based on the results of the calculation above, the sample size of this study is 81 employees. The retrieval technique, the sample in this study is using simple random sampling.

The data collection technique in this study is by using an instrument in the form of a questionnaire containing several lists of statements. Before being used to collect data, the instrument was tested for its validity and reliability.

Testing the validity of the instrument aims to find out the valid items. The validity of this instrument was measured by using a correlation between item scores and total scores. The instrument is declared valid if the number of r counts is greater than r_{table} according to the predetermined significance level, namely $\alpha = 0.05$. The formula in question is:

$$r_{it} = \frac{\sum x_i \cdot x_t}{\sqrt{\sum x_i^2 \cdot \sum x_t^2}}$$

Performance variables consist of 5 indicators with 34 items of questionnaires. Based on a trial involving 20 respondents and from the trial analysis there were 30 items which were declared valid and 4 items that were declared invalid because the r count was smaller than r_{table} . The invalid item numbers are item numbers 1,2,9 and 15.

Organizational support variable consists of 4 indicators with 32 items questionnaire. Based on a trial involving 20 respondents and from the trial analysis there were 31 items that were declared valid and 1 item that was declared invalid because the obtained r count was smaller than r_{table} . The invalid item number is item number 15.

Organizational commitment variable consists of 4 indicators with 32 items questionnaire. Based on a trial involving 20 respondents and from the trial analysis there were 31 items that were declared valid and 1 item that was declared invalid because it was found that the calculation was smaller than r_{table} . The invalid item number is item number 31.

Calculation of reliability is a calculation of the consistency of questionnaire data using the Cronbach Alpha formula. The use of this formula is adjusted to the scoring technique performed on each item in the instrument. The cronbach alpha formula in question is:

$$r_{11} = \left\{ \frac{k}{(k-1)} \right\} \left\{ 1 - \frac{\sum S_i^2}{S_t^2} \right\}$$

Based on the results of the calculation of the reliability test for the performance variable is equal to 0.894, organizational support is equal to 0.886 and organizational commitment is equal to 0.893.

The data analysis used in this study is descriptive statistics and inferential statistics. Descriptive statistics were carried out in terms of data presentation, the size of the centralized tendency (central size), and the size of the spread. The presentation of data in descriptive statistics uses a

frequency distribution table and is then presented in the form of histograms.

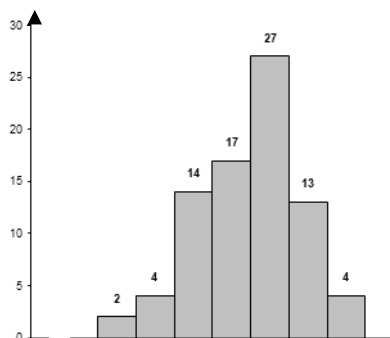
Central size is done by determining the mean, mode and median of available data. While the size of the spread is done by determining the standard deviation (standard deviation) and variance. Inferential statistics are used to test hypotheses by using path analysis (path analysis) which begins with a test of normality and linearity. Data normality test will be conducted using lilliefors test, and linearity test using simple linear regression.

Then hypothesis testing uses path analysis by calculating path coefficients to find out how much direct influence between variables that influence (exogenous variables) on variables that are influenced (endogenous variables)

RESULT AND DISCUSSION

Performance Data

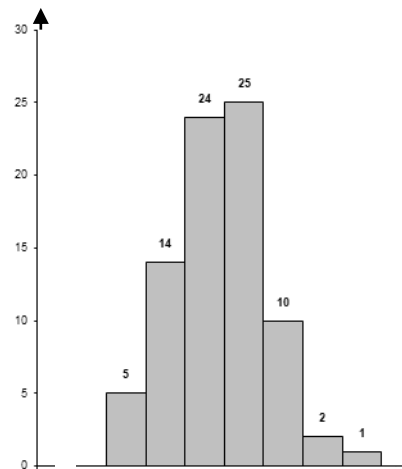
Based on the data obtained in the field which is then processed statistically into the frequency distribution list, the number of classes calculated according to Sturges' rules, seven classes were obtained with a maximum score of 137 and a minimum score of 96, so the score range was 41. Based on the results of descriptive statistics performance instruments have an average value of 119.32 with a standard deviation value of 7.90 where the variance value is 62.4707, the median value is 120.28 and the mode value is 122.00. The histogram data is as follows



Organizational Support Data

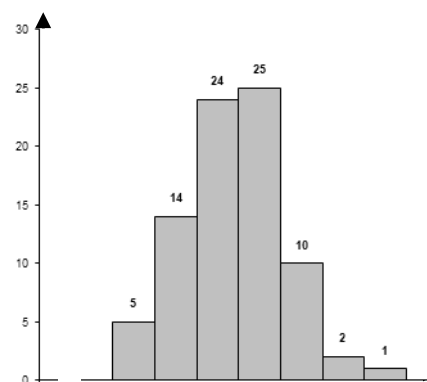
The data obtained shows that out of 81 respondents, the total data entered is equal to 9683. That is, there is an

average value of 3.5. When weighed on a scale of 5, the organizational support of the Metro City health office can be said to be quite supportive, but there are some indicators that are still not optimal, namely indicators of concern for employees and superiors' support.



Organizational Commitment Data

The data obtained shows that out of 81 respondents, the total data entered is equal to 9602. That is, there is an average value of 3.3. When weighed on a scale of 5, the commitment of Metro City health office staff can be said to be quite strong, but there are some indicators that are still not optimal, namely the introduction of indicators of the organization. The description of the histogram data is as follows.



Test Requirements Analysis

a. Normality test

The results of the normality test are as shown in the following table

Estimated	L _{hitung}	L _{tabel}	Information

Regression Error			$\alpha = 5\%$	$\alpha = 1\%$	
X ₃ atas X ₁	1	0,0572	0,098	0,113	Normal
X ₃ atas X ₂	1	0,0824	0,098	0,113	Normal
X ₂ atas X ₁	1	0,0709	0,098	0,113	Normal

Based on the prices of Lhitung and Ltabel above, it can be concluded that the pairs of all data from the instrument, both performance on organizational support, performance on organizational commitment, and organizational commitment for organizational support, come from samples that are normally distributed.

b. Significance and Linearity Test

The overall results of the regression significance and linearity tests are summarized in the following table

Hypothesis testing

The first hypothesis

Organizational support has a positive direct effect on performance.

$$H_0 : B_{31} \leq 0$$

$$H_1 : B_{31} > 0$$

H₀ is rejected, if t count > t table.

From the results of the calculation of path analysis, the direct effect of organizational support on performance, the path coefficient value is 0.350 and the tcount coefficient is 3.53. The ttable coefficient value for $\alpha = 0.01$ is 2.64. Because the value of the tcount coefficient is greater than the value of ttable, thus H₀ is rejected and H₁ is accepted, namely that the support of the organization directly influences the acceptable performance.

The results of the analysis of the first hypothesis provide findings that organizational support has a direct positive effect on performance. Thus it can be concluded that performance is directly influenced positively by organizational support. Increasing organizational support results in improved performance.

Reg	Persamaan	Uji Regresi		Uji Linieritas		Kesimpulan
		F _{hitung}	F _{tabel} $\alpha = 0,01$	F _{hitung}	F _{tabel} $\alpha = 0,05$	
X ₃ atas X ₁	$\hat{X}_3 = 60,02 + 0,50X_1$	21,79 **	6,97	0,63 ^{ns}	1,70	Regresi sangat signifikan/ Regresi linier
X ₃ atas X ₂	$\hat{X}_3 = 63,21 + 0,47X_2$	21,26 **	6,97	0,90 ^{ns}	1,70	Regresi sangat signifikan/ Regresi linier
X ₂ atas X ₁	$\hat{X}_2 = 76,79 + 0,35X_1$	10,08 **	6,97	0,81 ^{ns}	1,70	Regresi sangat signifikan/ Regresi linier

X ₃				
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** The path coefficient is very significant(3,53 > 2,64 towards α = 0,01)

Second hypothesis

Organizational commitment has a positive direct effect on performance

H₀ : B₃₂ ≤ 0

H₁ : B₃₂ > 0

H₀ rejected , if t_{count} > t_{table}. From the results of the path analysis calculation, the direct effect of organizational commitment on performance, the path coefficient value is 0.342 and the coefficient value

t_{count} amounting to 3.45. The t_{table} coefficient value for α = 0.01 is 2.64. Because the value of the t_{count} coefficient is greater than the t_{table} coefficient, H₀ is rejected and H₁ is accepted, thus organizational commitment has a direct effect on performance can be accepted.

The results of the second hypothesis analysis produce findings that organizational commitment has a direct positive effect on performance. Based on these findings it can be concluded that performance is directly influenced positively by organizational commitment. Increasing organizational commitment results in improved performance.

Effect Path Coefficient X2 towards X3

Direct Effect	Coefficient Path	T _{count}	z _t table	
			α = 0,05	α = 0,01
X ₂ towards X ₃	0,342	3,45 **	1,99	2,64

** Path coefficient is very significant (3,45 > 2,64 towards α = 0,01)

Third hypothesis

Organizational support has a positive direct effect on organizational commitment

H₀ : B₂₁ ≤ 0

H₁ : B₂₁ > 0

H₀ is rejected, if t count > t table. From the results of the calculation of path analysis, the direct effect of organizational support on organizational commitment, the path coefficient value is 0.336 and the tcount coefficient is

3.17. The ttable coefficient value for α = 0.01 is 2.64. Because the value of the tcount coefficient is greater than the value of ttable, thus H₀ is rejected and H₁ is accepted, namely that the support of the organization directly influences organizational commitment can be accepted. The results of the analysis of the third hypothesis provide findings that organizational support has a positive direct effect on organizational commitment. Thus it can be concluded that organizational commitment is directly influenced positively by organizational support.

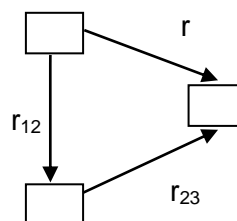
Increasing organizational support results in increased organizational commitment.

Effect Path Coefficient X1 to X2

Pengaruh Langsung	Koefisien Jalur	t _{hitung}	t _{table}	
			α = 0,05	α = 0,01
X ₁ terhadap X ₂	0,336	3,17 **	1,99	2,64

** The path coefficient is very significant(3,17 > 2,64 towards α = 0,01)

A summary of the path analysis model can be seen in the picture as follows



From the results of testing the first hypothesis it can be concluded that there is a positive direct effect of organizational support for performance with a correlation coefficient of 0.465 and a path coefficient of 0.350. This gives the meaning of organizational support a direct effect on performance.

The results of this study are in line with the opinions expressed by Luthans et al., specifically, employees who perceive their organizational climate are more supportive (more supportive) to experience higher levels in terms of their psychological capital which in turn will positively influence their performance.

Robbins and Langton also stated that, employees who believe that leaders support them in work tend to show better performance and feel a stronger commitment to the organization they work for.

The results of previous studies on this issue also showed similar results. For example, a doctoral dissertation written by Sarah Kay Nielsen of the University of Tennessee, Knoxville, shows that empirical organizational support is proven as a predictor variable for performance. Similarly Ahmad et al. stated in his research, "that empirical organizational support proved to have a positive effect on performance".

Various theoretical and empirical studies by the authors of the group above show that organizational support is so decisive and influences employee attitudes and behavior. The employee's perception that the Health Office cares and cares about his well-being will undoubtedly strengthen his confidence that the Office of the Office is so supportive in carrying out his work. If the employee is sure that the office and working conditions support him in carrying out his work, he will also be encouraged to show his best performance for the organization.

As the author once pointed out, that a human being will tend to love kindness and love those who treat him well, it is logical that employees will continue to be stimulated to support the organization he works through his best performance as a result of the supportive treatment shown by the school to himself. Thus, it has been proven that organizational support has a positive direct effect on performance.

From the results of testing the second hypothesis it can be concluded that there

is a positive direct effect of organizational commitment on performance with a correlation coefficient of 0.460 and a path coefficient of 0.342.

This gives the meaning that organizational commitment has a direct effect on performance.

The results of this study are in line with the opinion that Luthans stated, "organizational commitment can affect performance, reduce absenteeism, and reduce employee turnover". In addition to the Luthans theory, the results of expert research also show similar things. For example, Iqbal et al. Said that, "there is a positive relationship between organizational commitment and performance". Specifically, employees who have a high commitment to the organization by themselves will show their best performance.

Furthermore, the conclusion of the research by Khan et al. Explains that, "organizational commitment from various dimensions has a positive and significant impact on performance". According to them, an employee who believes that he is part of an organization that employs him will tend to show better performance.

The various theoretical and empirical studies that the authors of the above mentioned indicate that organizational commitment determines and influences employee attitudes and behavior. If the employee has confidence that he is part of the organization where he works, he will be encouraged to show his best performance for the organization. Thus, it has been proven that organizational commitment has a direct positive effect on performance.

From the results of testing the third hypothesis it can be concluded that there is a positive direct effect of organizational support on organizational commitment with a correlation coefficient of 0.336 and a path coefficient of 0.336. This gives the meaning of organizational support a direct influence on organizational commitment.

The results of this study are in line with the opinions of several experts including Danish and Ramzan who in one of his writings stated that, "organizational support can help increase organizational commitment and self-supervision of employees". Robbins and Langton as stated above stated, "employees who believe that leaders support them in work tend to feel a stronger commitment to the organization they work for".

Eisenberger said that, "organizational support perceived by employees can have an impact on organizational commitment by meeting socio-emotional needs, such as the need for self-esteem, acceptance, and emotional support".

When an employee perceives that the organization supports his work and welfare, then there is also a commitment that he is part of the organization he works in and the organization he works in is part of his life. It is understandable that one's perception of an object about one of its aspects can also influence its perception of the object in various other aspects. The employee's perception that the Service Office supports his work will result in strong self-commitment. Thus it can be proven that organizational support has a positive direct effect on employee organizational commitment there.

CONCLUSION

Based on the results of data analysis and statistical calculations described in the previous chapter, the results of the study are summarized as follows: 1) Organizational support has a positive direct effect on employee performance. This means that the higher organizational support that is believed by employees will result in increased employee performance; 2) Organizational commitment has a positive direct effect on employee performance. This means that increased organizational commitment results in increased employee performance; 3) Organizational support has a positive direct effect on organizational commitment. This means that good organizational support results in increased organizational commitment.

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