

Improvement of employee performance through perceived organizational support, organizational justice, and organizational commitment

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Abstract

The purpose of this study is to analyze the effects of perceived organizational support, organizational justice and organizational commitment on employee performance. The population in this study is all employees of Universitas Terbuka (UT) where employees are from UT head office, regional office in Bogor, Bandung, and Denpasar with a total of 190 respondents. The analytical tool used is multiple linear regression analysis. The results indicated that perceived organizational support did not have a partial effect on employee performance, organizational justice, and organizational commitment had a partial effect on employee performance. As for simultaneous perceived organizational support, organizational justice, and organizational commitment affected employee performance.

Keywords: *employee performance, perceived organizational support, organizational justice, organizational commitment*

1. Background

The role of Human Resources (HR) in the era of industrial revolution 4.0 is very strategic, even the existence of an organization is determined by its human resources. To be able to survive in competition, human resources with competency are certainly needed in the use of digital technology and high organizational performance.

Basically, performance is a reflection of the organization's ability to manage and allocate its resources. The problems of employee performance are poor *perceived organizational support (POS)*, lack of organizational justice and employee commitment to the organization.

Performance is the result of work in quality and quantity that achieved by someone in carrying out tasks according to the responsibility given to him (Mangkunegara, 2008). To achieve a good organizational performance, a good employee performance is certainly needed.

Potential factors that affected employee performance are perceived organizational support, organizational justice, and organizational commitment. Perceived organizational support is the degree to which employees believe that their organization values their contributions and care about their well-being (Rhoades & Eisenberger, 2002). Susmiati and Sudarma (2015) associated employee performance with *perceived organizational support*. Paruntu (2016) suggested that *perceived organizational support* is very important to improve employee performance.

The other factor that affects employee performance is organizational justice. It affects the perceptions of organization members about the condition of justice they face in their organization, specifically about the sense of justice related with organizational allocations such as salary and promotion (Parker & Kohlmeyer, 2005). Organizational justice can improve individual performance, organizational citizenship behavior, good mental health, lower stress level and a better individual behavior (Li and Cropanzano, 2009).

While *organizational commitment* is a condition where employees are loyal to an organization and its goals and have a strong desire to maintain good relations with members of the organization (Robbins and Judge, 2008). Employees who have high commitment will

work hard to achieve company goals and have a strong desire to work and keep fighting in the organization where they work (Adiapsari 2012).

Performance Concept

Performance is a result or ones of the overall level of success, in carrying out the tasks during the certain period of time, compared to other possibilities such as output standard, target, goals or other predefined accepted criteria (Nuraini et al. 2015).

Performance is a result or someone's success level during a certain period in carrying out tasks compared to various possibilities, such as standard results of work, targets or objectives or criteria that have been predefined and agreed together (Rivai, 2005).

Employee performance can be measured through indicators of quantity, quality, timeliness, effectiveness, and attendance (Mathis & Jackson, 2006). Meanwhile, performance measures according to Ma'rifah (2004) include work quality, a quantity of work, knowledge, reliability, presence, and cooperation.

Gomes (2003), performance assessment aims to give a reward on previous performance and motivate performance improvement in the future.

Perceived Organizational Support (POS) Concept

Perceived organizational support is an important variable that is increasingly being considered in the business world both in manufacturing and service sectors (Beheshtifar *et al.*, 2013).

Perceived organizational support is the degree to which employees believe their contributions and welfare are valued by the organization. Perceived organizational support is employee's perceptions of the organization where they work (Robbins and Judge, 2008).

Rhoades and Eisenberger (2002) stated that there are eight indicators used to measure the level of perceived organizational support, among others, (1) organization values all employee's contribution, (2) organization respects the efforts that employees have given to the company, (3) organization pays attention to all complaints from employees about their work and personal life, (4) organization cares about employee's well-being, (5) organization will notify the employees when they make a mistake at work, (6) organization cares about employee satisfaction in their work, (7) organization pays attention to employees, (8) organization is proud of all employee achievements at work.

Organizational Justice Concept

According to the theory of justice, the workers compare what they get from their work to what they give, as follows (1) their results, such as salary, promotion, recognition, or getting a place in the office. (2) Their input such as effort, experience, and education (Robbins and Judge, 2015).

The concept of justice is used to explain why employees can judge the fairness of decisions made by the authorities (Roohi and Feizi, 2013).

Gibson *et al.* (2012), organizational justice is a level at which an individual feels treated equally by the organization where he works.

Organizational Commitment Concept

Organizational commitment is the result of organizational leadership in influencing its followers. Organizational commitment is a feeling of association or psychological and physical attachment of employees to the organization where they work or as a member of an organization (Wirawan, 2013).

Organizational commitment is a condition where employees are loyal to their organization and its goals and have a strong desire to maintain good relations with members of the organization (Robbins and Judge, 2008).

Meyer and Allen (1991) suggested there are three indicators that can be used to measure the level of organizational commitment, i.e., affective commitment, continuance commitment, and normative commitment.

This study aims to analyze the effect of perceived organizational support, organizational justice and organizational commitment on employee performance. Conceptually, the correlation in variables can be described as follow:

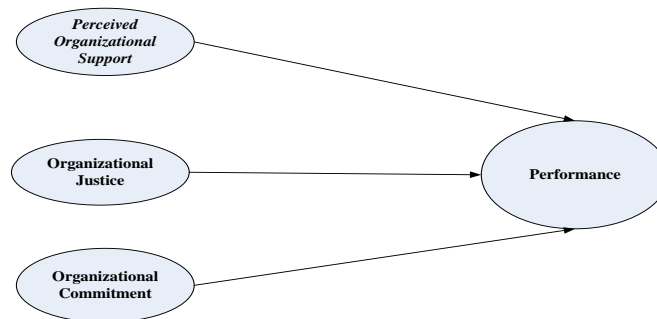


Fig 1. Research Model

Hypotheses

- H1: *Perceived organizational support* has a significant effect on employee performance
- H2: Organizational justice has a significant effect on employee performance
- H3: Organizational commitment has a significant effect on employee performance
- H4: *Perceived organizational support*, organizational justice, and organizational commitment has a significant effect on employee performance

2. Methods

The method of data analysis in this study is multiple linear regression analysis, to determine the effect of two or more independent variables with the dependent variable. The calculation of multiple linear regression models used SPSS for Windows Release 22.0 program.

The population in this study is all employees of Universitas Terbuka (UT) and the samples are employees from UT head office, regional office in Bogor, Bandung, and Denpasar with a total of 190 respondents. The sampling technique used *stratified random sampling probability*.

Test validity is the extent to which a test or measuring accurately what we suppose to measure by correlating between the scores obtained in each question item with a total score of the individual. Test validity used a computer with SPSS for Windows Version 22.0 program. Test validity in this study was conducted on 30 respondents. The decision making based on the calculated value $r_{\text{count}} (\text{corrected item-total correlation}) > r_{\text{table}}$ the amount 0.361, for $df = 30 - 2 = 28$; $\alpha = 0.05$ then the item or test is valid, vice versa. Based on the results of test validity, it shows that the indicators of perceived organizational support, organizational justice, organizational commitment, and employee performance are valid, because $r_{\text{count}} > r_{\text{table}}$.

Test reliability made on the statement item. Variables are said to be reliable if the results are under consistent conditions. Test reliability is only used once on an instrument, then analyzed using the Cronbach Alpha method. The instrument is said to be reliable if the reliability coefficient is positive and > 0.6 . The results of test reliability can be seen in Table 1.

Table 1. Reliability Test

Item	Variable	R Alpha.	R Kritis	Criteria
1	POS	0,940	0.600	Reliable
2	Organizational Justice	0,954	0.600	Reliable
3	Organizational Commitment	0,877	0.600	Reliable
4	Employee Performance	0,897	0.600	Reliable

3. Results

Characteristics of Respondents

Based on the result of respondents description, there are 91 men (48%) and 99 women (52%). Most respondents are > 50 years old (54%). The education level of respondents is Post-graduate (46%). The majority of employees time in grade > 30 years (30%).

The Classical Assumption Test

The normality test with One-Sample Kolmogorov-Smirnov Test method using SPSS assistance can be seen in Table 2.

Table 2.
One-Sample Kolmogorov-Smirnov Test

		POS	Organizational Justice	Organizational Commitment	Employee Performance
N		190	190	190	190
Normal Parameters ^{a,b}	Mean	37.5474	42.5684	32.3474	44.6474
	Std. Deviation	4.65820	5.44361	3.54642	4.43016
	Most Extreme Differences				
	Absolute	.128	.155	.167	.166
	Positive	.114	.121	.167	.166
	Negative	-.128	-.155	-.089	-.112
Test Statistic		.128	.155	.167	.166
Asymp. Sig. (2-tailed)		.000 ^c	.000 ^c	.000 ^c	.000 ^c

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

The normality test result indicates that the data is normally distributed. This is indicated by the Kolmogorov Smirnov value of 4 variables having significant values, POS 0.128, organizational justice 0.155, organizational commitment 0.167 and employee performance variable 0.166. Where the level of significance in this study is above $\alpha = 5\%$ or 0.05 (0.243 > 0.05). It means the data in all the variables used in this study are normally distributed.

Multicollinearity test using SPSS version 22 can be seen in Table 3.

Table 3.
Multicollinearity Test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	19.362	2.774		6.979	.000		
POS	-.076	.081	-.080	-.940	.348	.486	2.059
Organizational Justice	.191	.072	.235	2.671	.008	.450	2.223
Organizational Commitment	.618	.082	.495	7.548	.000	.811	1.233

a. Dependent Variable: Employee Performance

The Multicollinearity test result indicates that three independent variables, they are POS, organizational justice, and organizational commitment show VIF numbers less than 10 and tolerance value above 0.10. Then it is concluded that the regression model is not multicollinearity, it is good to use.

According to Ghozali (2013), a good regression model is a regression that is free from autocorrelation. If there is a correlation, it is called an autocorrelation problem. Autocorrelation test was carried out using the Durbin-Watson test (DW-test) with the following conditions:

Table 4. Autocorrelation Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.593 ^a	.352	.342	3.59419	2.117

- a. Predictors: (Constant), POS, organizational justice, organizational commitment
 b. Dependent Variable: Employee Performance

Based on the results of the autocorrelation test with Durbin-Watson it can be seen that the value of Durbin-Watson (DW) is 2.117. This value is compared with an alpha table value of 5%, the number of samples (n) is 190 and the number of independent variables is 3 (k = 3), then the Durbin Watson table value is $dL = 1.7306$ and $du = 1.7947$ get from the table Durbin-Watson (DW), $\alpha = 5\%$). DW value = 2.117 is greater than a value which is equal to 1.7947 and less than $(4 - du) = 2.2053$, so it can be concluded that there is no autocorrelation.

Testing the Accuracy of the Model

F-Test

F-test is used to test whether the three independent variables simultaneously influence the dependent variable. In this study, the method uses comparing the value of F-count and F-table. If $F\text{-count} < F\text{-table}$, then the independent variables simultaneously do not influence the dependent variable (hypothesis rejected). If $F\text{-count} > F\text{-table}$, then independent variables simultaneously influence the dependent variable (hypothesis accepted). The F-test can be seen in Table 5.

Table 5. F-test
ANOVA^a

Model		Sum of Squares	df	Mean Square	F _{hitung}	Sig.
1	Regression	1306.592	3	435.531	33.715	.000 ^b
	Residual	2402.781	186	12.918		
	Total	3709.374	189			

- a. Dependent Variable: Employee Performance

The coefficient of determination test (R^2 test) is used to measure how far the model's ability to explain the variation of the dependent variable. In this study, the coefficient of determination uses the adjusted R^2 value.

Table 6. R^2 test
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.593 ^a	.352	.342	3.59419

- a. Predictors: (Constant), POS, Organizational Justice, Organizational Commitment

From R^2 test results, obtained the adjusted R^2 value of 0.342 or 34.2%. It shows that employee performance can be explained 34.2% by independent variables, they are POS, Organizational Justice and Organizational Commitment. In this study, 65.8% of the variance in employee performance is explained by variables besides independent variables.

Hypothesis Testing

Multiple Linear Regression Analysis

The results of multiple linear regression analysis can be seen in Table 7.

Table 7. Multiple Regression
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	19.362	2.774		6.979	.000
POS	-.076	.081	-.080	-.940	.348
Organizational Justice	.191	.072	.235	2.671	.008
Organizational Commitment	.618	.082	.495	7.548	.000

a. Dependent Variable: Employee Performance

Based on the regression coefficient, the regression equations that can be formed are:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

$$Y = 19.362 - 0.076X_1 + 0.191X_2 + 0.618X_3 + \varepsilon$$

T-Test

The t statistic test basically indicates how far the effect of one independent variable partially in explaining the variety of dependent variables. This research uses the significance level of 0.05 ($\alpha = 5\%$) for POS variables, organizational justice, and organizational commitment. If $t_{count} < t_{table}$, then independent variable partially does not influence dependent variable (hypothesis rejected). If $t_{count} > t_{table}$, then independent variable partially influences dependent variable (hypothesis accepted). The strength of the correlation that occurs on each independent variable to the dependent variable as follows:

1. The first hypothesis proposed by researchers is that POS variable affects employee performance. Based on the result of POS variable regression analysis has a value of t -0.94 lower than t-table 1.97 and obtained a significance value of 0.348 greater than the significance level of 0.05 ($0.348 > 0.05$). It can be concluded that "there is an influence of POS on employee performance," the hypothesis is rejected.
2. The second hypothesis where organizational justice has a value of t-count 2,671 is greater than t-table 1.97 and obtains a significance value of 0.008 smaller than the significance level of 0.05 ($0.008 < 0.05$). Then it can be concluded that "organizational justice variable influences employee performance", the hypothesis is accepted.
3. The third hypothesis where organizational commitment variable has an at-count value of 7.548 greater than t-table 1.97 and obtains a significance value of 0.000 smaller than the significance level of 0.05 ($0,000 < 0.05$). It can be concluded that "organizational commitment influences employee performance", the hypothesis is accepted.

The Effect of Perceived Organizational Support on Employee Performance

The result of hypothesis testing indicates that perceived organizational support has a negative influence on employee performance. It means that the higher Perceived Organizational Support, the lower employee performance. This means that it is not in accordance with the theory that the higher perceived organizational support, the higher the performance of employees. The results of this analysis indicate that the higher perceived organizational support will reduce employee performance. But the results of this study are in line with Ihtian's research, H (2014) in the Business Journal of Theory and Implementation entitled "The Effect of Perception of Organizational Support and Psychological Empowerment on Performance mediated by Organizational Citizenship Behavior in the Central Bureau of Statistics special region of Yogyakarta where the results of the study show that there is no direct and positive influence between perceptions of organizational support and performance.

The Effect of Organizational Justice on Employee Performance

The result of hypothesis testing indicates that organizational justice has a positive influence on employee performance. The results mean that higher organizational justice, the higher employee performance. This means that the higher the organizational justice, the higher the employee performance. The results of this study support the research of Kristanto, H (2015) in the Journal of Management and Entrepreneurship (JMK), entitled "Organizational Justice, Organizational Commitment and Employee Performance" with the results of research that organizational justice has a positive influence on employee performance. Besides that, it is in line with the research of Dar-ham, M, Djumlani, A & Amin, J (2015) in the Administrative Reform Journal, entitled "The Influence of Organizational Justice on Employee performance at the Department of Industry and Trade of Samarinda City". The results of the study are that there is a significant influence between the independent variables of organizational justice which includes distributive justice, procedural justice and interactional justice on the dependent variable (employee performance).

The Effect of Organizational Commitment on Employee Performance

The result of hypothesis testing indicates that organizational commitment has a positive influence on employee performance. This result means that the higher organizational commitment, the higher employee performance. These results mean that the higher the organizational commitment, the higher the employee's performance. The results of this study support the study of Prihantoro, A (2012) in the Unimus Journal, entitled "Improving the Performance of Human Resources through Motivation, Discipline, Work Environment, and Commitment (Case Study of Madrasas in the Salafiyah Foundation, Kajen, Margoyoso, Pati)" with the results of the study are the influence of commitment to the performance of human resources.

Conclusion

Based on the result of the analysis in this study, it can be concluded that Perceived Organizational Support does not have a partial significant effect on employee performance, but organizational justice and organizational commitment have it on employee performance. As for perceived organizational support, organizational justice and organizational commitment have a simultaneously significant effect on employee performance.

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