

Maximizing Employee Performance: An Analysis of Organizational and Individual Factors

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Abstract - This study aimed to measure the effect of perceived organizational support (organizational factor) on the performance of private company employees in West Java which is mediated by employee engagement (individual factor). The data collection was done by simple random sampling via electronic to the employees as population. The returned and valid questionnaire results were 221 samples. Data processing was used SEM method with SmartPLS 3.0 software. The results of this study concluded that perceived organizational support has a positive and significant effect on the employee's performance, both directly and indirectly through mediating employee engagement. This new research proposed a model for building performance among the private company employees in West Java through enhancing perceived organizational support with employee engagements as a mediator.

Keywords: Engagement, perceived organizational support, performance.

I. INTRODUCTION

In the era of the industrial revolution 4.0, inevitably, the effect has an impact on manufacturing industries. Manufacturing industry organizations face challenges to keep employees engaged so that they can produce an effective and efficient role in the world of industry (Asbari, Novitasari, Gazali, et al., 2020; Asbari, Novitasari, Silitonga, et al., 2020; Asbari & Novitasari, 2020; Goestjahjanti et al., 2020; Kamar et al., 2019; Novitasari, Kumoro, et al., 2020; Novitasari, Sasono, et al., 2020; Novitasari & Asbari, 2020a, 2020b; Yuwono, Novitasari, Asbari, et al., 2020). Researchers claim that the solution to face distraction and the rapid changes in the era of the 4.0 industrial revolution which rolled out a new discourse, namely industrial revolution 4.0, lies in the concept of employee engagement because it believes that motivation is not limited to material benefits (Asbari, 2019; Jumiran et al., 2020; Nuryanti et al., 2020; Purwanto & Asbari, 2020; Sudyono, Goestjahjanti, et al., 2020; Yuwono, Novitasari, Hutagalung, et al., 2020). This is where engagement was first introduced in the late 1990s, and a considerable amount of literature is found in the business realm. Although many researchers have been interested in exploring employee engagement and have identified a significant relationship between employee engagement and outcomes (Kinsella et al., 2017). However, studies on the engagement of employees, especially in the company, are still limited. Lack of studies can be counter-productive for company organizations that rely heavily on the services of employees. Responding to this research gap, the authors investigated and empirically validated the relationship between employee engagement with other constructs or variables such as affective commitment, employee performance, and perceived organizational support in the context of the company (Amri et al., 2021; Asbari et al., 2019; Asbari & Novitasari, 2020; Novitasari et al., 2021; A. S. Putra et al., 2021; F. Putra et al., 2021; Santoso et al., 2020). This study proposes the perception of organizational support as an antecedent to employee engagement, whereas affective commitment and employee performance are proposed as a consequence of employee engagement. Researchers also analyzed the direct relationship between perceived organizational support and affective commitment and teacher performance as well as the indirect relationship of perceived organizational support with affective commitment and employee performance through mediating employee engagement. Previous studies in the context of employees in tertiary organizations focused on leadership practices (Asbari & Novitasari, 2020; Basuki et al., 2020; Goestjahjanti et al., 2020; Novitasari, Asbari, Wijayanti, et al., 2020; Novitasari, Goestjahjanti, et al., 2020; Novitasari, Kumoro,

et al., 2020; Silitonga et al., 2020; Sudiyono, Fikri, et al., 2020; Suprapti et al., 2020; Zaman et al., 2020), organizational climate and performance (Asbari, 2019), job satisfaction, and work culture. Engagement of employees is considered to have a major impact on student success and it is suggested to become an important effort in achieving industrial goals. Therefore, the psychological integration of employees to their work needs to be studied in a company environment (Raina & Khatri, 2015). Industrial organizations depend more on the engagement of their employees (Asbari, 2019). Maintaining human capital as a human asset is very important for a sustainable industrial organization. In this context, attracting and retaining employee involved in the industrial sector is an important driver for success (Novitasari, Kumoro, et al., 2020). The impression that the work of industrial organizations is still less attractive may have far-reaching negative consequences on society as a whole. Therefore, it is very important to identify and overcome the antecedents of employee engagement in work. The remainder of this study provides a brief literature review on the variables that may be considered for future research, followed by the development of the research model and its hypotheses.

II. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

In the following section, this study presents the literature describing the hypothesized relationship between the various variables of this study.

A. *The Effect of Perceptions of Organizational Support on Employee Engagement*

Employee is an important source of competitive advantage (Novitasari, Asbari, Purwanto, et al., 2020; Sutardi et al., 2020) because stakeholders' perceptions about each business entity develop through interactions with employees (Eisenberger et al., 2016). Several definitions have been given for employee engagement. Most of the definitions consider employee engagement as the employee's emotional and intellectual engagement in their organization (Saks, 2006). Ariyabuddhiphongs & Kahn, (2017) has defined personal engagement as leveraging organizational members for their job roles; in engagement, people use and express themselves physically, cognitively, and emotionally during role performances. Schaufeli & Bakker (2004) have defined engagement as a positive, satisfying, work-related state of mind characterized by passion, dedication, and absorption. Besides, engagement is also further detailed as "a more persistent and pervasive affective-cognitive state that is not object-focused, events, individuals, or behaviors." Employee engagement can be understood as "job resources" and "social support". This is because job resources and social support increase intrinsic and extrinsic motivation among employees, which in turn, results in more engaged employees. In this context, perceived organizational support is suggested as an important "job resource" (Eisenberger et al., 2001). Eisenberger et al. (2001) define perceived organizational support as the degree to which leaders care about the welfare of their employees and value their contributions. The perceived organizational support increases the productive contribution of employees with the help of evaluative feedback and results in more involved employees (Eisenberger et al., 2001). Therefore, the researcher hypothesizes:

H1. Perception of organizational support has a significant effect on employee engagement.

B. *The Effect of Perceptions of Organizational Support on Employee Performance*

Perceived organizational support is seen as an important variable in understanding the attitudes/behaviors associated with the work of the employee (Akçin et al., 2017). Researchers (Eisenberger et al., 2001) hypothesize that perceptions of organizational support are closely related to work and increased performance. Socio-emotional needs such as self-acceptance and approval are positively satisfied by perceived organizational support (Eisenberger et al., 1986). In this sense, social exchange theory argues that when socio-emotional needs meet, it creates a reciprocal norm, among people (Kim & Chung, 2018). Person- people show greater effort at work and commitment to the organization in return for their socio-emotional support and avoiding discomfort. In fact, in an organizational context, the obligation to pay is especially strong for people with strong socio-emotional needs. The author, thus, hypothesizes the perception of support organizations because of the reciprocal effect on employees, namely:

H2. Perceptions of organizational support have a significant effect on employee performance.

C. *The Influence of Employee Engagement on Employee Performance*

Performance management is an important management tool for maintaining harmony and instill organizational

progress (Basuki et al., 2020; Hutagalung et al., 2020; Kamar et al., 2019; Novitasari, Asbari, Wijayanti, et al., 2020; Novitasari, Yuwono, et al., 2020; Zaman et al., 2020). Better employee management is very important to improve organizational performance and effectiveness (Asbari, 2019). Employee engagement can improve employee performance. The involved employees exhibit various productive behaviors that enhance the synergistic team effort towards organizational goals. Research shows that professors who are highly engaged not only pursue their intended roles but are also cognitively and emotionally connected to their life goals. Engaged employees work cooperatively with their teammates, take responsibility for their tasks, and try to fully contribute to the goals of the organization (Asbari, 2019). Employees who are involved are more focused on their work than on employees who do not have engagement (Schaufeli & Bakker, 2004). Therefore, the researcher hypothesizes:

H3. Employee engagement has a significant effect on employee performance.

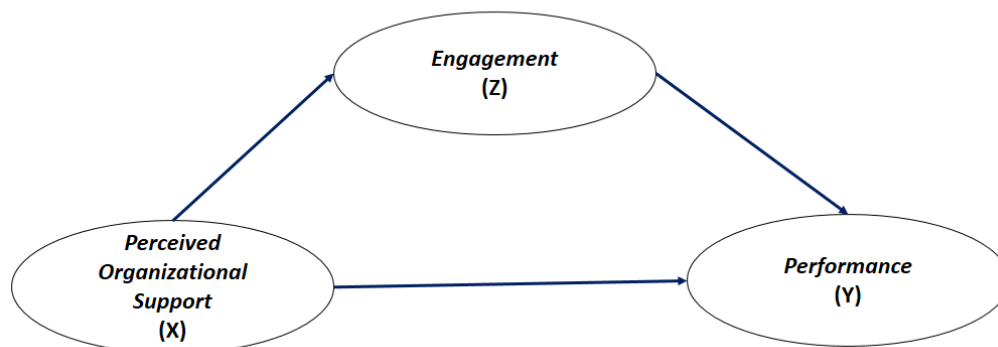
D. The Effect of Perceptions of Organizational Support on Performance through Employee Engagement as Mediator

In the relationships discussed above, the literature also recognizes the mediating effect of employee engagement on the relationship between job resources and engagement (Hakanen et al., 2006), work practice, and performance (Karatepe et al., 2014). The results of the above research admit that performance and dosage commitment based on support organizations will be inefficient unless there is organizational support that encourages employee engagement. When employees feel a higher level of organizational support, their level of engagement will be high (Hakanen et al., 2006). The positive impact, they can do better and complete the tasks assigned to them with a higher level of commitment. According to SET (Cropanzano & Mitchell, 2005), in social relations, when exchanges occur, employees are motivated to return the favor made by the organization to balance the relationship. This shows that employees with a high level of engagement, which comes from organizational support, tend to reciprocate with an increase in effective performance (Hakanen et al., 2006; Saks, 2006). Connected to the Social Exchange Theory, it is argued that there is an integral relationship between perceived organizational support, commitment, and employee performance. Therefore, this study proposes the engagement of employees as a mediator between perceptions of organizational support and employee performance. Hence, the hypothesis is as follows:

H4. Employee engagement mediates the relationship between perceptions of organizational support and employee performance.

E. Research Conceptual Framework

In order to prove the hypothesis and analyze the data from this study, a conceptual framework for this study was prepared as shown in Figure 1.



Picture 1. Research Model

III. RESEARCH METHOD

A. Definition of Operational Variables and Indicators

Method used in this research is a quantitative method. Data was collected by distributing questionnaires to all employees. The instrument used to measure perceived organizational support is measured from an instrument adapted from the short version of the Survey of Perceived Organizational Support (X) (Schaufeli & Bakker, 2004) by using 5 items (X1- X5) which have been validated by several researchers such as (Wayne et al., 1997). Employee engagement adapted from (Schaufeli & Bakker, 2004) by using the 9 items Utrecht Work and Engagement Scale (UWES-9) (Z1-Z9). Employee performance was adapted from Janssen & Yperen (2004) by using 5 items (Y1-Y5). The questionnaire is designed closed except for questions/statements regarding the identity of the respondent in the form of a semi-open questionnaire. Each closed question/statement item is given five answer options, namely: strongly agree score 5, agree score 4, doubt score 3, disagree score 2, and strongly disagree score 1. The method for data processing is PLS and using the SmartPLS version 3.0 software as a tool.

B. Population and Sample

The number of participants in this study was employees at one of the private companies in West Java, totaling 327 people. The questionnaire was distributed using a simple random sampling technique. The results of the questionnaire that were returned and valid were 221 samples. So 77.2% of the sample from the total population.

IV. RESULTS AND DISCUSSION**A. Sample Description**

There was a total of 221 employees participated. They had different age group, ranging from 20-29 years old (6%), 30-39 years old (62%), 40-49 years old (21%) and more than 50 years old (11%). Their employment status was various, where 47% of them were permanent employees, 53% of them were contract employees. Their length of work was also various, where 7% of them were in their first year, 17% of them had worked for 1-5 years, 40% of them had work for 6-10 years, and the rest 36% of them had worked more than 11 years.

B. Test Results of the Validity and Reliability of Research Indicators

The measurement model testing stage includes testing for convergent validity, discriminant validity. Meanwhile, to test the construct reliability, Cronbach's alpha and composite reliability were used. PLS analysis results can be used to test the research hypothesis. So thus, the convergent validity of this research model has met the requirements. The complete loadings, Cronbach's alpha, composite reliability, and AVE values for each construct can be seen in Figure 2 and Table 1.

1. Convergent Validity Testing

A convergent validity test is done by looking at the loading factor value of each indicator against the construct. In most references, a factor weight of 0.5 or more is considered to have sufficiently strong validation to explain latent constructs (Chin, 1998; Ghozali, 2014; Hair et al., 2010). In this study, the minimum acceptable loading factor is 0.5, provided that the AVE value of each construct is > 0.5 (Ghozali, 2014). After going through SmartPLS 3.0 processing, all indicators have a loading factor value above 0.5 or provided that the AVE value is above 0.5. The fit or valid model of this study can be seen in Figure 2. Thus, the convergent validity of this research model has met the requirements. The value of loadings, Cronbach's alpha, composite reliability and AVE for each complete construct can be seen in Table 1.

2. Discriminant Validity Testing

Discriminant validity is done to ensure that each concept of each latent variable is different from other latent variables. The model has good discriminant validity if the AVE square value of each exogenous construct (the value on the diagonal) exceeds the correlation between that construct and other constructs (values below the diagonal) (Ghozali, 2014). The results of discriminant validity testing are by using the AVE squared value, namely by looking at the Fornell-Larcker Criterion Value obtained as shown in Table 2. The results of the discriminant validity test in Table 3 above show that all constructs have a square root value of AVE above the correlation value with other latent constructs (through the Fornell-Larcker criteria). Likewise, the cross-loading

value of all items from an indicator is greater than the other indicator items as mentioned in Table 2, so it can be concluded that the model has met discriminant validity. (Fornell & Larcker, 1981).

3. Construct Reliability Testing

The construct reliability can be assessed from the Cronbach's alpha value and the composite reliability of each construct. The recommended composite reliability and Cronbach's alpha values are more than 0.7 (Ghozali, 2014). The results of the reliability test in Table 1 below show that all constructs have composite reliability and Cronbach's alpha values greater than 0.7 (> 0.7). In conclusion, all constructs have met the required reliability.

C. Hypothesis test

Testing the hypothesis in PLS is also known as the inner model test. This test includes a significance test for direct and indirect effects as well as measuring the magnitude of the influence of exogenous variables on endogenous variables. Determine the effect of perceived organizational support on employee performance by mediating the employee engagement variable is required to test direct and indirect influence. The effect test was carried out using the t-statistical test in the partial least squared (PLS) analysis model using the SmartPLS 3.0 software. With the bootstrapping technique, the R Square value and the significance test value are obtained as shown in Table 1.

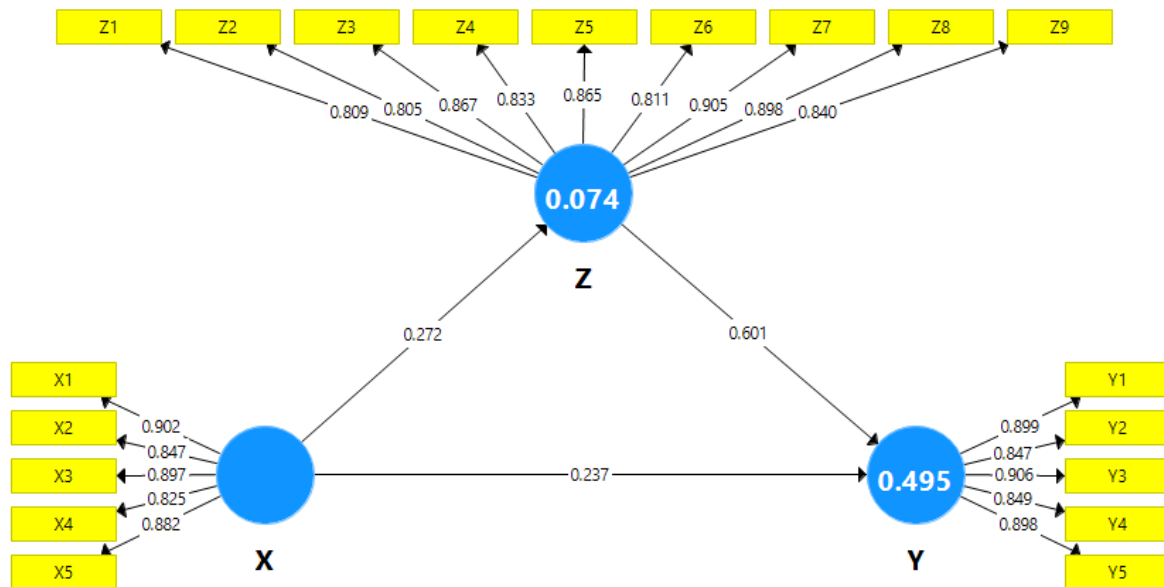


Figure 2. Research Model Fit
Source: SmartPLS 3.0 Processing Results (2021)

Table 1. Items Loadings, Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE)

Variables	Items	Loadings	Cronbach's Alpha	Composite Reliability	AVE
Perceived Organizational Support (X)	X1	0.902	0.922	0.940	0.759
	X2	0.847			
	X3	0.897			
	X4	0.825			
	X5	0.882			
Engagement (Z)	Z1	0.809	0.951	0.959	0.720
	Z2	0.805			
	Z3	0.867			

	Z4	0.833			
	Z5	0.865			
	Z6	0.811			
	Z7	0.905			
	Z8	0.898			
	Z9	0.840			
Performance (Y)	Y1	0.899	0.928	0.945	0.775
	Y2	0.847			
	Y3	0.906			
	Y4	0.849			
	Y5	0.898			

Source: SmartPLS 3.0 Processing Results (2021)

Table 2. Discriminant Validity

Variables	E	P	POST
Perceived Organizational Support (X)	0.871		
Performance (Y)	0.401	0.880	
Engagement (Z)	0.272	0.665	0.849

Source: SmartPLS 3.0 Processing Results (2021)

Table 3. Value of R Square

Variables	R Square	R Square Adjusted
Engagement (Z)	0.074	0.070
Performance (Y)	0.495	0.490

Source: SmartPLS 3.0 Processing Results (2021)

Table 4. Hypotheses Testing

Hypotheses	Relationship	Beta	SE	T Statistics	P-Values	Decision
H1	X -> Z	0.272	0.057	4.745	0.000	Supported
H2	X -> Y	0.237	0.050	4.754	0.000	Supported
H3	Z -> Y	0.601	0.048	12.635	0.000	Supported
H9	X -> Z -> Y	0.163	0.037	4.383	0.000	Supported

Source: SmartPLS 3.0 Processing Results (2021)

According to Table 3 above, the value of R Square engagement (Z) is 0.074, which means that the variable of employee engagement (Z) can be explained by the perceived organizational support (X) variable of 7.4%, while the remaining 93.6% is explained by other variables not discussed in this research. The value of R Square performance (Y) is 0.495 which means that the variable of employee performance (Y) can be explained by the variable perception of organizational support (X) and the engagement of employees (Z) by 49.5%, while the remaining 50.5% is explained by other variables not discussed in this study. Meanwhile, Table 4 shows the T Statistics and P-Values which show the influence between the research variables that have been mentioned.

D. Discussion

The results of data analysis in Table 4 indicate that perceived organizational support (X) has a positive and significant effect on employee engagement (Z). This is evidenced by the t-statistics value of 4.745 is greater than 1.96 and the p-value of 0.000 is smaller than 0.05. In conclusion, the first hypothesis (H1) is accepted. The result of this study are in accordance with the conclusions of the previous studies such as .(Karatepe & Aga,

2016) Perceptions of organizational support (X) have a positive and significant effect on employee performance (Y). This is evidenced by the t-statistics value of 4.754 which is greater than 1.96 and the p-value of 0.000 is smaller than 0.05. In conclusion, the second hypothesis (H2) is accepted. The result of this study are in accordance with the conclusions of the previous studies such as (Akçin et al., 2017; Eisenberger et al., 2016). Employee engagement (Z) has a positive and significant effect on employee performance (Y). This is evidenced by the t-statistics value of 12.635 which is greater than 1.96 and the p-value of 0.000 is smaller than 0.05. In conclusion, the third hypothesis (H3) is accepted. The result of this study are in accordance with the conclusions of the previous studies such as (Purwanto et al., 2020). Perceptions of organizational support (X) have a positive and significant effect on employee performance (Y), through mediating the engagement of employees (Z). This is proven by the t-statistics value of 4.383 is greater than 1.96 and the p-value of 0.000 is smaller than 0.05. This means that positive and significant employee engagement plays a role as a mediator between the influence of perceived organizational support on employee performance. In conclusion, the fourth hypothesis (H4) is accepted. The result of this study are in accordance with the conclusions of the previous studies such as (Karatepe & Aga, 2016).

V. CONCLUSION

From the data analysis that has been done, it has been proven that the independent variable is perception organizational support / perceived organizational support has a positive and significant effect on employee engagement and performance. Besides, employee engagement also has a positive and significant effect on employee performance. This study also concludes that engagement acts as a mediator for the influence perception relationship organizational support on employee performance.

This study contributes to the scientific literature on employee engagement by developing and validating research models that describe the relationship and influence of organizational support, employee engagement, and employee performance in one of the private company organizations in Indonesia.

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