

**THE INFLUENCE OF PERCEIVED ORGANIZATIONAL SUPPORT ON  
JOB PERFORMANCE**  
(Study at The Main Office of PT. Bank SulutGo Manado)

*PENGARUH DUKUNGAN ORGANISASI YANG DIRASAKAN TERHADAP KINERJA PEKERJAAN  
(Penelitian pada Kantor Pusat PT. Bank SulutGo Manado)*

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**Abstract:** Job performance is an important thing that has to be noticed by the management of the company. In this case, in improving their job performance. The management of the company is not only thinking about how to achieve the goals of the company, but also think about the sake of the employees themselves. The employees are not only working for the company, but they are also working to fulfill the needs as their obligation and responsibility to their family. That is why, the organizational support is really important thing to increase the job performance of employee. This study aims to determine the influence of perceived organizational support on job performance. It was conducted at the main office of PT. Bank SulutGo Manado that used 100 respondents. This research is quantitative research that use Multiple Linear Regression analysis to analyse the data. This study recommends PT. Bank SulutGo to maintain and even increase the organizational commitment and job involvement, because the result shown that the organizational commitment and job involvement gives significant influence on job performance.

**Keywords:** *perceived organizational support, job performance*

**Abstrak:** Kinerja pekerjaan merupakan hal penting yang harus diperhatikan oleh manajemen perusahaan. Dalam hal ini, untuk meningkatkan kinerja perusahaan, manajemen perusahaan tidak hanya berpikir tentang bagaimana untuk mencapai tujuan perusahaan, tetapi juga memikirkan kepentingan para karyawan. Karyawan tidak hanya bekerja untuk perusahaan, tetapi mereka juga bekerja untuk memenuhi kebutuhan sebagai kewajiban dan tanggung jawab untuk keluarga mereka. Itu sebabnya, dukungan organisasi merupakan hal yang sangat penting untuk meningkatkan kinerja karyawan. Penelitian ini bertujuan untuk mengetahui pengaruh dukungan organisasi yang dirasakan pada kinerja karyawan. Hal ini dilakukan di kantor pusat PT. Bank SulutGo Manado dengan menggunakan 100 responden. Penelitian ini merupakan penelitian kuantitatif yang menggunakan analisis Regresi Linier Berganda untuk menganalisa data. Penelitian ini merekomendasikan PT. Bank SulutGo agar mempertahankan dan bahkan meningkatkan komitmen organisasi serta keterlibatan kerja, karena hasilnya menunjukkan bahwa komitmen organisasi dan keterlibatan kerja memberikan pengaruh yang signifikan terhadap kinerja karyawan.

**Kata kunci:** *dukungan organisasi, kinerja pekerjaan*

## INTRODUCTION

### Research Background

Human resource plays a major role to achieve organizational goals. They are the major driving force behind a solid and profitable company. Today, every company has to face highly competition. Just like the world that never stop growing and changing, organization needs to improve the strength and attractiveness that exist in each industry by bringing up the best performance to customers in order to they can win the competition. The company has to increase their performance or keep up the good work of them by improve the job performance of their employees first.

Employee's job performance is an important thing that has to be noticed by the company. In this case, in improving their job performance, the company is not only thinking about how to achieve the goals of the company, but also think about the sake of the employees themselves. The employees are not only working for the company, but they are also working to fulfill the needs as their obligation and responsibility to their family. Organizational commitment, Job satisfaction and job involvement also would be some factors that can give positive influence in improving employee job performance.

Many businesses and organizations have realized the critical role employees play in global competitiveness. So, the organizations are providing organizational support, in order to satisfy and motivate the employees to work harder as their commitment to the company for the benefits of organization itself.

In fact, not all employees feel that organizational support. There are some companies that less in giving reward, or the employee who performs well and not is priced the same, so it indirectly reduced the willingness of the employees to give their best performance, the low level of discipline of employee, there are some employees who came late, there were also employees who left office earlier, and so on. These problems are the indication that the employees are less of organizational support in their job. This study will focus on the local bank of North Sulawesi that located in Manado, that is Bank SulutGo. Bank SulutGo has a good performance proven by all of the achievements that got by them.

In improving employees job performance, the company has to find out the factors that can prevent their job performance. In this case, the researcher wants to analyze how much the company value the dedication and loyalty of the employees of Bank SulutGo, by knowing employees perceptions about the organizational support that they got in order to the employee will perform as good as possible. Based on this background, the study intends to conduct research, with the title : "The influence of Perceived Organizational Support on Job Performance (Study at the Main office of PT. Bank SulutGo Manado)".

### Research Objectives

1. To analyze the influence of Organizational Commitment, Job Satisfaction, and Job Involvement on Job Performance at the main office of PT. Bank SulutGo simultaneously.
2. To analyze the influence of Organizational Commitment on Job Performance at the main office of PT. Bank SulutGo partially
3. To analyze the influence of Job Satisfaction on Job Performance at the main office of PT. Bank SulutGo partially
4. To analyze the influence of Job Involvement on Job Performance at the main office of PT. Bank SulutGo partially

## THEORETICAL FRAMEWORK

### Job Performance

Job performance is when the employees accept certain job assignments and agree to do them dependably. They should feel a sense of responsibility for doing them well (Hettiararchchi et.al 2014). It means that all of the success of the company depends on the performance that giving by the employees. They have to do it right in order to the company can achieve the goals. Because Almutairi (2013) stated that highly performing individuals will be able to help organization to fulfill its goals.

## Perceived Organizational Support

Rhoades and Eisenberger (2002) said that perceived organizational support refers to the extent to which the organisation values its employee's contributions and cares about their wellbeing. This means that perceived organizational support is how the employee can feel that they are respected by the company, all the dedication and loyalty is being valued by the company. Organizations are providing organizational support in order to motivate employees work harder for the benefits of the organization (Wentland, 2009). Rhoades and Eisenberger (2002) stated that there are some consequences of Perceived Organizational Support, which are organizational commitment, job satisfaction, and job involvement.

## The Relationship Between Perceived Organizational Support and Job Performance

Eder and Eisenberger (2008) defined that employee's attitude to work is formed from as a result of how their needs and desires are met. The perceived organizational support is the perception of how an employee is treated by the organization, which influences the perception of how the organization feels about the employees' contributions and well-being. It means that, perceived organizational support would be the one that can increase employee's attitude to work as hard as as possible, in this case increase the job performance.

## Previous Research

Darolia et.al, (2010). Perceived Organizational Support, Work Motivation, and Organizational Commitment as determinants of Job Performance. This study explored the extent to which perceived organizational support, work motivation, and organizational commitment predict individual differences in job performance workers. The findings supported the hypotheses of modest level positive correlation between POS, OC, and WM and their significant contribution in determining job performance. Among all the three classes of predictor variables, POS showed highest correlation with job performance followed by WM measure monetary gains, and affective commitment.

Khan et.al, (2010). The Impacts of Organizational Commitment on Employee Job Performance. The study investigated the impact of Organizational Commitment on employee job performance. The correlation and regression table suggests that hypothesis H2, H3, and H4 are also accepted. Out of the three dimensions all the dimensions of organizational commitment showed significant affects on Job performance.

Almutairi et.al. (2013). Job Satisfaction and Job Performance : A case study of Five-Star Hotels in Riyadh, Saudi Arabia. The purpose of this study is to examine the relationship between job satisfaction and job performance among the employees who are currently working for five-star hotels in Riyadh in Saudi Arabia. The results indicate that there is a significant positive relationship between job satisfaction and job performance.

Chughtai (2008). Impact of Job Involvement on In-Role Job Performance and Organizational Citizenship Behaviour. This study reaffirms job involvement as a potentially important determinant of individual performance. The results of this study revealed that job involvement was positively correlated with both in-role job performance

## Research Hypothesis

- H<sub>1</sub>:** Organizational Commitment, Job Satisfaction, Job Involvement have positive influence on Job Performance simultaneously
- H<sub>2</sub>:** Organizational Commitment has positive influence on Job Performance partially
- H<sub>3</sub>:** Job Satisfaction has positive influence on Job Performance partially
- H<sub>4</sub>:** Job Involvement has positive influence on Job Performance partially

## RESEARCH METHOD

### Type of Research

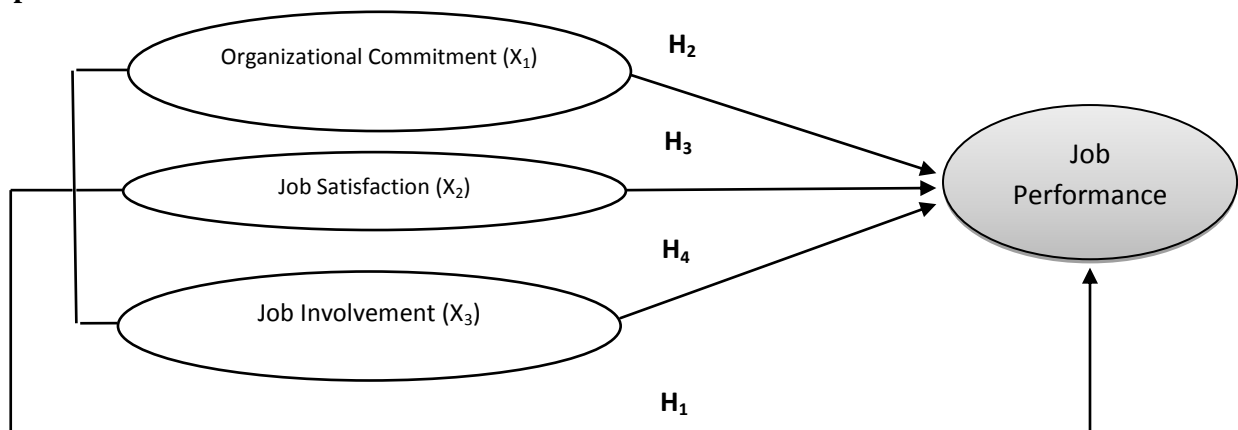
This study is a quantitative research. This research use causal research approach because where the research objectives is to analyse the influence between independent variables that is Perceived Organizational Support and dependent variables that is Job Performance .

### Place and Time of Research

This research was conducted at the main office of Bank SulutGo, Sam Ratulangi Street. The questionnaires were distributed to 100 respondents, and the respondents are the employees who work at the main office of Bank SulutGo. This study was conducted from March to April 2016.



### Conceptual Framework



**Figure 1. Conceptual Framework**

*Source: data processed, 2016*

### Population and Sample

The population in this research is all the employees of the main office of PT. Bank SulutGo. The sample of this research is 100 employees at the main office of PT. Bank SulutGo Manado.

### Data Collection Method

Primary data in this research is taken information from the questionnaire which is use Likert scale in measuring the data. The secondary data is taken from books., journals, and relevant literature from library and internet. These secondary data were used in the background, literature review, research method, and discussions.

### Operational Definition and Measurement of Research Variable

1. Organizational Commitment (X<sub>1</sub>) is the strength of the feeling of responsibility that an employee has towards the mission of the organization.
2. Job Satisfaction (X<sub>2</sub>) is the feeling of pleasure and achievement that you experience in your job when you know that your work is worth doing.
3. Job Involvement (X<sub>3</sub>) is the degree to which an employee is engaged in and enthusiastic about performing their work.
4. Job Performance (Y) the work related activities expected of an employee and how well those activities were executed.

### Data Analysis Method

#### Validity and Reliability Test

Hair et al (2008:246) defined validity as the extent to which a construct measures what is supposed to be measure. This research used Pearson Product Moment. Hair et al (2008:241) stated that reliability is concerned with the consistency of the research findings.

### Multiple Linear Regression

Multiple Linear Regression is essentially the same as bivariate regresion except you are working with more than one independent variable (Hair et al, 2008:375).

The general form of the multiple linear regression model is as follows :

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

Where :

- $\alpha$  : Constant
- Y : Job Performance
- X<sub>1</sub> : Organizational Commitment
- X<sub>2</sub> : Job Satisfaction
- X<sub>3</sub> : Job Involvement
- $\beta_1, \beta_2, \beta_3$ : Slope of each independent variable
- $\mu$  : Error term

**RESULT AND DISCUSSION****Result****Validity and Reliability**

In this validity test, researcher used Pearson Product Moment to show that whether the correlation index is valid or not in a research instrument by comparing with r table with significance level of 5%. The value of Cronbach's Alpha in variable organizational commitment ( $X_1$ ) is 0.788, in variable job satisfaction ( $X_2$ ) is 0.771, in variable job involvement is 0.789, and in variable employee performance is 0.797. It means all the data research are more than 0.7, and all the data research are indicated as acceptable.

**Multiple Linear Regression****Table 1. Multiple Linear Regression Result**

		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	4,851	2,415		2,009	,047
	Organizational Commitment	,445	,094	,427	4,713	,000
	Job Satisfaction	,025	,082	,025	,304	,762
	Job Involvement	,289	,096	,274	3,018	,003

a. Dependent Variable: Job Performance

Source: data processed, 2016

The multiple linear regression equation can be interpreted as follows:

1. Constant value of 4.851 means that in a condition of ceteris paribus, if all independent variables are constant (zero), job performance (Y) as dependent variable will be 4.851.
2.  $X_1$ 's coefficient value of 0.445 means that in condition of ceteris paribus, if organizational commitment is increased by one scale or one unit, it will improve and increase job performance (Y) by 0.445.
3.  $X_2$ 's coefficient value of 0.025 means that in condition of ceteris paribus, if job satisfaction is increased by one scale or one unit, it will improve and increase job performance (Y) by 0.025.
4.  $X_3$ 's coefficient value of 0.289 means that in condition of ceteris paribus, if job involvement is increased by one scale or one unit, it will improve and increase job performance (Y) by 0.289.

**Test of Classical Assumption****Multicollinearity Result****Table 2. Multicollinearity result**

		Collinearity Statistics	
Model		Tolerance	VIF
1	(Constant)		
	Organizational Commitment	,809	1,235
	Job Satisfaction	,976	1,025
	Job Involvement	,807	1,239

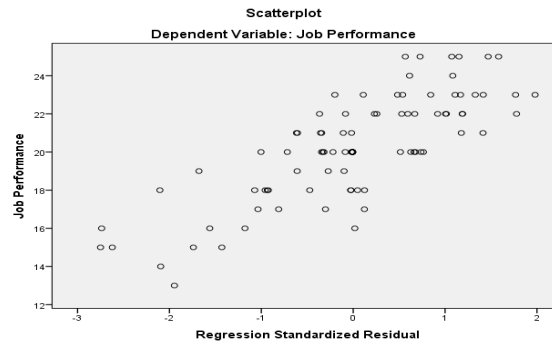
a. Dependent Variable: Job Performance

Source: data processed, 2016

The tolerance of organizational commitment is 0.809, job satisfaction is 0.976, and job involvement is 0.807. The VIF value of organizational commitment is 1.235, job satisfaction is 1.025, and job involvement is

1.239. Since all the tolerance value is more than 0.2 and the VIF value is less than 10, the model concluded to be free from multicollinearity.

**Heteroscedasticity Result**

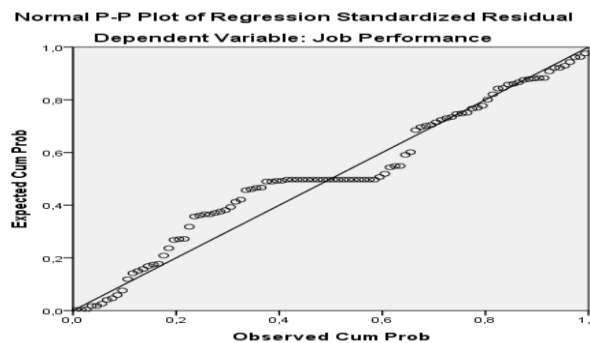


**Figure 2. Heteroscedasticity result**

*Source: SPSS Output, 2016*

Figure 2 shown that the pattern of the dots is spreading and do not create a clear pattern, and the dots is spreading above and below 0 (zero) in the Y and this is proved that the model is free from heteroscedasticity.

**Normality Result**



**Figure 3. Normality Result**

*Source: SPSS Output, 2016*

Figure 3 shows that the data spreads near the diagonal line and follow the direction of diagonal line. This proves that the model has passed the normality test.

**Result of R and R<sup>2</sup>**

**Table 3. Result of R and R<sup>2</sup>**

Model Summary <sup>b</sup>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,602 <sup>a</sup>	,363	,343	2,102	2,173

a. Predictors: (Constant), Job Involvement, Job Satisfaction, Organizational Commitment

b. Dependent Variable: Job Performance

*Source: data processed, 2016*

The value of R is 0.602, it means that all independent variables, which are Organizational Commitment, Job Satisfaction, and and Job Involvement have positive relationship with Job Performance. The value of R<sup>2</sup> is 0.363 or 36.3% means that job performance influenced by organizational commitment, job satisfaction and job involvement for 36.3%.

**Hypothesis Testing****F-Test****Table 4. F-Test Result**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	241,696	3	80,565	18,228	,000 <sup>b</sup>
	Residual	424,304	96	4,420		
	Total	666,000	99			

a. Dependent Variable: Job Performance

b. Predictors: (Const.), Job Involvement, Job Satisfaction, Organizational Commitment

Source: data processed, 2016

Table 4 shows that  $F_{\text{count}}$  is 18,228 with level of significance 0.000. The value of  $F_{\text{table}} = 2.68$ , it can be concluded that  $F_{\text{count}} = 18,228 > F_{\text{table}} = 2.68$ . The overall influence of organizational commitment (X1), job satisfaction (X2), and job involvement (X3) on job performance (Y) is very significant.

**T-Test****Table 5. T-Test Result**

Variable	Sig.	$t_{\text{count}}$	$t_{\text{table}}$	Description
X <sub>1</sub>	.000	4.713	1.980	Accepted
X <sub>2</sub>	.762	.304	1.980	Rejected
X <sub>3</sub>	.003	3.018	1.980	Accepted

Source: data processed, 2016

- Table 5 shows that t-count of X<sub>1</sub> is 4.713 with the level of significance of 0.000. Since the value of t-count > t-table (4.713 > 1.98) and the level of significance is lower than 0.05 meaning that H<sub>0</sub> is rejected and H<sub>a</sub> is accepted.
- Table 5 shows that t-count of X<sub>2</sub> is 0.304 with the level of significance of 0.762. Since the value of t-count < t-table (0.304 < 1.98) and the level of significance is more than 0.05 meaning that H<sub>0</sub> is accepted and H<sub>a</sub> is rejected.
- Table 5 shows that t-count of X<sub>3</sub> is 3.018 with the level of significance of 0.003. Since the value of t-count > t-table (3.018 > 1.98) and the level of significance is lower than 0.05 meaning that H<sub>0</sub> is rejected and H<sub>a</sub> is accepted.

**Discussion**

. The study of Perceived Organizational Support is really important for the company in supporting job performance of employees. From this study, we will know what are the needs and wants of employees, in order to the employees will be motivated to do their job as good as possible. This study was conducted to analyze the influence of Perceived Organizational Support on Job Performance (Study at the Main Office of PT. Bank SulutGo Manado). The result of this research is indicated by using F-test to do the hypothesis testing, it is shown that all the independent variables influence the dependent variables simultaneously. This research has a similar research with The result of testing of hypothesis using T-test shows that the Organizational Commitment and Job Involvement have significant influence on Job Performance at the Main office of Bank SulutGo Manado partially, while Job Satisfaction does not have significant influence on Job Performance at the Main office of Bank SulutGo Manado partially.

**Organizational Commitment**

The variable Organizational Commitment has significant influence on Job Performance at the Main Office of Bank SulutGo Manado. The result of the multiple regression analysis shows that there is a significant influence of organizational commitment on job performance at the main office of Bank SulutGo Manado. In this research, it is represented by affective commitment, continuance commitment, and normative commitment. This



finding has similar result with Khan et.al (2010) that revealed that organizational commitment has positive relationship with employee job performance. This positive relationship of organizational commitment and job performance indicates that Bank Sulut pay more attention in approaching their employees.

### **Job Satisfaction**

The variable Job Satisfaction has no significant influence on Job Performance at Bank SulutGo Manado. The result from SPSS shows that job satisfaction does not have influence on the Job Performance at Bank SulutGo Manado partially. In this case, it is represented by compensation, co-workers, and job security. This finding has a different result with Almutairi et.al (2013) who found that there is positive relationship exists between job satisfaction and job performance. These results suggest to Bank SulutGo to pay more attention to employees job satisfaction as a way to increase employees job performance in order to they can achieve the company's goals.

### **Job Involvement**

The variable Job Involvement has significant influence on Job Performance at the Main Office of Bank SulutGo Manado. The result of the multiple regression analysis shows that there is a partially significant influence of job involvement on job performance at the main office of Bank SulutGo Manado. In this research, it is represented by empowerment, knowledge and reward. This finding has similar result with Rizwan et.al (2011) which revealed that job involvement has significant influence on in-role job performance. People who are highly involved in their work tend to be more motivated and consequently are likely to put in more effort into their jobs and therefore should perform better than less involved individuals.

## **CONCLUSION AND RECOMMENDATION**

### **Conclusions**

The conclusions drawn from this research are as follow:

1. Organizational Commitment, Job Satisfaction, and Job Involvement simultaneously and significantly influence the Job Performance at the main office of Bank SulutGo.
2. Organizational Commitment partially and significantly influence to Job Performance at the main office of Bank SulutGo.
3. Job Satisfaction partially and not significantly influence to Job Performance at the main office of Bank SulutGo.
4. Job Involvement partially and significantly influence to Job performance at the main office of Bank SulutGo.

### **Recommendation**

There are some recommendation for PT. Bank SulutGo to increase their performance, which are listed as follow:

1. The management at the main office of Bank SulutGo has to maintain the importance of organizational commitment and job involvement of the employees, because according to the result of the research, these two variables have a positive significant influence on job performance
2. The management at the main office of Bank SulutGo have to pay more attention and implement some programs to improve their employees' job satisfaction. Because based on the result, the job satisfaction of Bank SulutGo does not give significant influence on their job performance partially. Besides if the job satisfaction is good, their job performance also will be good.
3. In an era of fierce competition, Bank SulutGo have to evaluate its performance and make a series of improvements continuously, especially the employees, in order to they can grow and be competitive in facing the competition, or at least they can survive.

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