
The Impact of Perceived Organizational Support, Leadership, and Work Motivation on Employee Performance

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ABSTRACT

Purpose: This study examines how perceived organizational support, leadership, and work motivation affect on employee performance.

Design/methodology/approach: The unit of analysis used is the employees at the company CV. Amanah. This study included all employees. This study randomly selected 18 people. This study uses primary and secondary sources. The validity and reliability test, classic assumption test, multiple linear regression test, and hypothesis test were used in this study.

Findings: Perceived organizational support, leadership, and work motivation partially and concurrently affected employee performance. Even if the effect was somewhat meaningful, motivates workers and affects UD performance.

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I. INTRODUCTION

At this point in time, it is impossible to deny the fact that globalization has necessitated a great deal of change, progress, and advancement in a variety of disciplines. If it is associated with human resources, there needs to be a rise in the quality and abilities of the workforce so that it is able to be independent and compete with other organizations. Within the organization, there are many different kinds of human resource groups, such as human resources who always completely direct the abilities of workers, employees who work only because demands need them to, and human resources who do not fully control all of their talents while at work. One type of human resource group is human resources who always fully direct the abilities of employees (Luthans, 2015). Therefore, in order for businesses to be successful, they need to have the ability to effectively manage their people resources. Therefore, the existence of perceived organizational support is required so that workers may be attached to their jobs and firms in order for employees to be able to create goods according to the objectives established by the company. Since the company has a significant impact on the output of the company, the existence of perceived organizational support is necessary. The degree to which employees believe that their employer values the contributions made by employees and is concerned about their well-being is referred to as perceived organizational support (Rhoades & Eisenberger, 2002).

In general, the organizational support that is offered can take the form of giving reasonable compensation and benefits, fostering positive relationships between superiors and subordinates, and ensuring that suitable facilities are in place to ensure that acceptable working conditions are maintained. Employees will have a more favorable attitude toward the company if they believe that it has paid attention to their contributions and cares about their performance if they believe that the organization supports them and their efforts. According to Ariyanto, et al (2019), when workers get help from their organization and believe that their needs are addressed, they may develop a sense of indebtedness and believe that they have a responsibility to repay the support.

Leadership is another component that plays a role in determining how well employees do their jobs, alongside the working environment (Mangkunegara, 2017). There is a direct correlation between the position of a leader and whether or not an organization or institution is successful in attaining its goals. It is necessary for effective leadership to offer direction for the actions of all workers in order to accomplish the goals of the company. It is impossible for there to be a one-way link between individual ambitions and company goals when there is no leadership. Because of this circumstance, people labor toward attaining their own personal goals, while the company as a whole becomes inefficient in its efforts to fulfill its goals. A person's capacity for leadership is something that comes naturally to them and is influenced by a wide range of circumstances, both internal and external to the individual. According to (Winardi, 2000), one of the aspects that shape and encourage others to work and passionately attain the intended goals related to organizational performance is leadership.

Leadership also helps others to work. According to Hasibuan, (2016), leaders have the ability to impact employee morale and job happiness, as well as job loyalty, security, the quality of work life, and most importantly, the degree of success in a company. The work motivation of workers (employees) is another component connected to human resources that the business has to take into consideration. Work motivation refers to the willingness of employees to mobilize all of their resources and efforts for the organization (Rivai, 2015). The amount of the organization's competitive advantage will be directly proportional to the level of motivation exhibited by its workforce. The motivation of workers has to be addressed since it will have an effect on their level of pleasure in their jobs. It is hoped that employee performance would rise when they are happy with the work that they are doing, which will lead to the accomplishment of organizational or organizational goals (Robbins, 2017).

The purpose of the organization is to be able to continue its existence and progress by successfully navigating obstacles posed by both its internal and external environments. The external environment that has an impact on how the organization functions is in a state of constant flux. As a result, the organization has to establish a routine for the management and processing of its available resources. Because the leader assigns tasks to his subordinates that they are expected to do well and that is geared towards the goals that have been established in advance, motivation is becoming an increasingly significant factor. When it comes to motivating employees, leaders have to be aware that people have a readiness to put in a lot of effort in the belief that the outcomes of their labor will be able to satisfy the requirements and wishes that they have.

Allen et al. (2008) Employees do not do all of the work associated with their jobs on their own, and occasionally a high level of collaboration and coordination amongst coworkers is required in order to successfully finish a task. In this scenario, the leader has to be able to inspire and rouse the motivation (willingness to work) of his employees to complete a task that is his responsibility (Tjhajono, 2020). This will ensure that his people are inspired to perform as effectively as they possibly can, which will ultimately lead to an improvement in their overall work productivity. This is something that needs to be taken into consideration since people who work are not the same as people who can be moved around at will; rather, people who work are living creatures who have their own feelings, wants, desires, and mentalities. Because difficulties with performance are challenges that will always be addressed by organizational management parties, management has to be aware of the aspects that impact employee performance in order to effectively manage the workforce. The management of a company will be able to implement the required policies to increase employee performance after they have a better understanding of the factors that might impact employee performance. This will allow employee performance to better match the expectations of the business.

II. METHODS

According to Arikunto (2019), the entire aim of study is the people. The population of this research consists of all of the people who are employed at company CV. Amanah in Mojokerto got information on the number of employees to be as high as 18 persons based on the data provided by the firm. The method of sampling that was used in this investigation was complete sampling. According to Sugiyono (2017), total sampling is a method of sampling in which the number of samples taken is equivalent to the size of the population being sampled. In this particular study, it was not possible to utilize a sample due to the restricted size of the population; as a result, the researchers either took the same number of samples as the population or they conducted a census. The census included as many as 18 individuals who were employed by CV. Ananda. This study is of the quantitative kind and is of an explanatory character use of SPSS Software (Ghozali, 2018). More specifically, the purpose of this research is to emphasize the effect between the research variables and test the hypotheses that have been developed in the past. This study makes use of both primary and secondary sources of information. Sugiyono, (2017) This study employed the method of analysis known as the validity and reliability test, followed by the traditional assumption test, the multiple linear regression test, and finally the hypothesis test, which comprised the partial t test, the simultaneous f test, and the test of the coefficient of determination.

III. RESULTS AND DISCUSSION

A. Validity and Reliability test

The validity test shows a favorable correlation (Sig. 0.05) between organizational support, leadership, employee motivation, and performance. Researching all study variables is worthwhile. This research measures employees' impressions of support, leadership, motivation, and performance. Cronbach's alpha cannot exceed 0.6, although all reliability requirements are valid, consistent, and reusable if it is. The author's demographic data is credible, allowing further study.

B. Multiple Linear Regression Analysis

Table 1. Regression Analysis

<i>Variable</i>	<i>Regression coefficient</i>	<i>T count</i>	<i>Sig.</i>	<i>Information</i>
<i>Perceived organizational support</i>	<i>0.438</i>	<i>2.363</i>	<i>0.022</i>	<i>Significant</i>
<i>Leadership</i>	<i>0.413</i>	<i>2.218</i>	<i>0.031</i>	<i>Significant</i>
<i>Work motivation</i>	<i>0.617</i>	<i>3.399</i>	<i>0.001</i>	<i>Significant</i>
<i>Constant</i>	<i>: -2.510</i>	<i>F count</i>	<i>: 27.256</i>	
<i>R</i>	<i>: 0.782</i>	<i>Sig.</i>	<i>: 0.000</i>	
<i>R square</i>	<i>: 0.611</i>			

Source: SPSS Processing data , 2023

The multiple linear regression equation is:

$$Y = -2.510 + 0.438 X_1 + 0.413 X_2 + 0.617 X_3$$

The above table's regression coefficient can be understood by considering its function in the following way:

- a. Constant (a)
Perceived organizational support, leadership, and work motivation do not affect employee performance, which is -2.510.
- b. Regression coefficient Perceived organizational support
Assuming leadership and work motivation are constant, increasing perceived organizational support by one unit will increase employee performance by 0.438 units.
- c. Leadership regression coefficient
Assuming Perceived organizational support and work motivation are constant, increasing Leadership by one unit increases Employee Performance by 0.413 units.
- d. Work motivation regression coefficient
Assuming constant perceived organizational support and leadership, an increase in work motivation by one unit will increase employee performance by 0.617 units.

C. Hypothesis Testing

When researchers test a hypothesis, they compare the level of significance of each variable to a set threshold. If the value of a variable is less than 0.05, the hypothesis is thrown out.

1. Partial testing

Table 2. t test

<i>Variable</i>	<i>Regression coefficient</i>	<i>T count</i>	<i>Sig.</i>	<i>Information</i>
<i>Perceived organizational support</i>	<i>0.438</i>	<i>2,363</i>	<i>0.022</i>	<i>Significant</i>
<i>Leadership</i>	<i>0.413</i>	<i>2,218</i>	<i>0.031</i>	<i>Significant</i>
<i>Work motivation</i>	<i>0.617</i>	<i>3,399</i>	<i>0.001</i>	<i>Significant</i>
<i>Constant</i>	<i>: -2,510</i>	<i>F count</i>	<i>: 27,256</i>	
<i>R</i>	<i>: 0.782</i>	<i>Sig.</i>	<i>: 0.000</i>	
<i>R square</i>	<i>: 0.611</i>			

Based on the table above, partial hypothesis testing can be explained as follows:

1. The effect of Perceived organizational support on employee performance
Perceived organizational support positively affects employee performance with a significance value of 0.022 and a regression coefficient of 0.438. The positive Perceived organizational support regression coefficient indicates a unidirectional relationship. If the variable increases in a positive direction, employee performance at company will increase by 0.438.
2. The Influence of Leadership on Employee Performance
Leadership variable positively affects employee performance, with a significance value of 0.031 and a regression coefficient of 0.413. The positive leadership regression coefficient reveals a unidirectional link, implying that employee performance and trust in a company will rise by 0.413 if the leadership variable increases.
3. Effect of work motivation on employee performance
Work motivation positively affects employee performance, with a significance value of 0.001 and a regression coefficient of 0.617. Positive work motivation has a unidirectional association with employee performance at company.

The first hypothesis indicates that employee performance is significantly affected by perceived organizational support, leadership, and work motivation credibility.

2. Simultaneous testing

Table 3. F test

ANOVA^b

<i>Model</i>	<i>Sum of squares</i>	<i>Df</i>	<i>Mean square</i>	<i>F</i>	<i>Sig.</i>
<i>1</i>					
<i>Regression</i>	<i>11,391</i>	<i>3</i>	<i>3,797</i>	<i>27,256</i>	<i>0,000^a</i>
<i>Residual</i>	<i>7,244</i>	<i>52</i>	<i>,139</i>		
<i>Total</i>	<i>18,635</i>	<i>55</i>			

Source: SPSS output, data processed

SPSS rejects Ho and accepts Ha with a F value of 27.256 and a significance of 0.000 (P<0.05). Perceived organizational support, leadership, and work motivation all affect employee performance.

3. Testing the Dominant Variables

Table 4. Partial determination coefficient (r²)

No.	Variable	partial r	Partial determination coefficient (r ²)
1.	Perceived organizational support	0.311	0.2809 = 9.67%
2.	Leadership	0.294	0.2777 = 8.64%
3.	Work motivation	0.426	0.4264 = 18.15%

Work Motivation has the largest coefficient of determination, 18.15%, suggesting it dominates employee performance.

4. Effect of Perceived organizational support on employee performance

The findings of this research have demonstrated that the variable known as "perceived organizational support" has a substantial impact on the overall performance of workers. This is demonstrated in Table, which provides an explanation for the magnitude of the regression coefficient of the variable perceived organizational support on employee performance, which is 0.438 (Sig = 0.022 Significant). This indicates that the overall performance of workers at company will improve by 0.438 percentage points if the variable known as "perceived organizational support" undergoes a shift (increases) in a more favorable direction 1 level. The value of the partial determination coefficient (r²) is 0.2809, which indicates that the contribution of the variable "perceived organizational support" to employee performance is 9.67%. This can be observed by comparing the value of "perceived organizational support" to "performance." The significance of the connection or correlation (r) between the variable perceived organizational support and employee performance is 0.022, whereas the relationship or correlation (r) between the variables perceived organizational support and employee performance is 0.311. According to the magnitude of this correlation, it can be deduced that there is a strong connection between the employees' levels of perceived organizational support and their overall performance. Empirically supports the results of Qi, L., Liu, B., Wei, X., & Hu, Y. (2019)., one of which concluded that Perceived organizational support has a significant effect on employee performance, meaning that Perceived organizational support has a significant effect on employee performance, where the higher Perceived organizational support will be associated with better employee performance. The findings of this study indicate that perceived organizational support has a significant impact on employee performance.

5. The Influence of Leadership on Employee Performance

The findings of this research have demonstrated that there is a considerable influence that the leadership variable has on the performance. This is demonstrated in Table, which also provides an explanation that the size of the regression coefficient of the Leadership variable on employee performance is 0.413 (Sig = 0.031 Significant). This indicates that the employee performance will similarly rise by 0.413 if the leadership variable changes (increases) in a more favorable direction 1 level. The value of the partial determination coefficient (r²) is 0.2777, and since the contribution of the leadership variable to employee performance can be deduced from this value, the percentage of the total variance explained by the leadership variable is 8.64%. While the association or correlation (r) between the leadership variable and employee performance is 0.294 with a significance of 0.031, it is important to note that this value is not statistically significant. Given the magnitude of this correlation, it is clear that there is a direct connection between leadership at company and the performance of its employees. Empirically supports the research results of Ariyanto et al, (2019), one of which concludes that leadership has a significant effect on employee performance, which can be interpreted as meaning that leadership has a significant effect on employee performance, where higher leadership will have an impact on improving employee

performance. The findings of this study indicate that leadership has a significant impact on employee performance. The findings of this study were empirically supported by CV. Amanah in Mojokerto.

6. Effect of work motivation on employee performance

The findings of this research have demonstrated that the variable of work motivation does, in fact, have a substantial influence on the employee performance. This is demonstrated in Table, which also provides an explanation for the size of the regression coefficient of the variable Work motivation on employee performance, which is 0.617 (Sig = 0.001 Significant). This indicates that the performance of workers will rise by 0.617 if the variable work motivation shifts (increases) in a more favorable direction 1 level. The value of the partial determination coefficient (r^2) is 0.4264, and the contribution of the work motivation variable to employee performance can be deduced from this value. Since the contribution is 18.15%, we can say that the value is 18.15%. While the association or correlation (r) between the variables of employee performance and work motivation is 0.426 with a significance of 0.001, it is important to note that this value is not statistically significant. This correlation value demonstrates the tight association between work motivation and employee performance, which can be seen by looking at the results. Empirically supports the research results of Tjahjono et al, (2020), one of which concluded that work motivation has a significant effect on employee performance, meaning that work motivation has a significant effect on employee performance, where higher work motivation will have an impact on improving employee performance. The findings of the study indicate that work motivation has a significant effect on employee performance at company CV. Amanah Mojokerto.

IV. CONCLUSION

A. Conclusion

Based on the research findings described earlier, it can be concluded that:

1. Employee performance increases with perceived organizational support, leadership, and job motivation.
2. This study found that organizational support, leadership, and work motivation partially affect employee performance.
3. Leadership, support, and incentives affect employee performance. This study shows that organizational support, leadership, and work motivation affect employee performance.
4. Work motivation elements drive CV employee performance. Trust Mojokerto.

B. Suggestion

The suggestions put forward by the author in this study are as follows:

1. Maintaining and improving work motivation at company is crucial to staff success.
2. To improve thinking contribution, researchers might incorporate other variables that affect employee performance, such as employee competency, perceived organizational support, etc.

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