

# The Influence of Job Involvement, Perceptions Of Organizational Support, And Organizational Culture On Employee Performance At The Village Community Empowerment Office Of West Sumatera Province

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## Abstract

This research aims to determine and analyze the influence of job involvement, Perception organizational support and organizational culture to employee performance at Dinas Pemberdayaan Masyarakat Desa Provinsi Sumatera Barat. This research is exploratory research with quantitative method. Sampling technique with census, so sample size 107 employee. This research uses SPSS 16. This results of this research showed that job involvement have positive and significant effect to employee performance, perceptions of organizational support have positive and significant effect to employee performance, and then organizational culture have positive and significant effect to employee performance.

**Keywords:** Job Involvement, Perceptions Of Organizational Support, Organizational Culture and Employee Performance.

## I. Introduction

Nowadays in the administration of the state, the resources of civil servants are a very important element for the continuation of the life of government and development. In Indonesia it is run by civil servants, who in the government are referred to as bureaucratic machines. The main objective lies in the creation of good governance and making civil servants the center of attention that is quite serious because civil servants have a very important function. The need for reform towards the creation of civil servants who are more professional, skilled, open and oriented towards service to the community.

But the current assessment of civil servants still shows an unpleasant phenomenon. The negative image shown by the Indonesian Civil Servants who was very prominent in the eyes of the public was internal fraud, for example in the efficiency of complicated convoluted decision making, very long service procedures, weak coordination between agencies, KKN practices and so on. The ability of civil servants is still very limited in implementing various policies that have been set by the Central Government and also still far from the attitude of public servants in providing public services which should be their duty.

Even though the government has been determined to carry out bureaucratic reform, there are still many complaints about the poor performance of civil servants. The same goes with Dinas Pemberdayaan Masyarakat Desa Provinsi Sumatera Barat. The things that always happened like servants who leave without permission on official hours, there are still civil servants who arrive late in the morning and after breaks, there are still civil servants who only come to take absences, unsatisfactory services tend to be slow, complicated. This should not happen considering that civil servants are state servants who are expected to be able to carry out their roles and duties as well as possible.

## II. Literature Review Performance

Armstrong and Baron (1998) suggested that basically the needs of human life are not only material, but also non-material, such as self-pride and job satisfaction. The word performance has recently become a hot topic among entrepreneurs and administrators. Performance seems to be a valuable person and has become the main goal of the organization / business entity, in addition to profit. According to Wibowo (2014), performance is the result of Job that has a strong relationship with the organization's strategic goals, customer satisfaction, and providing economic contributions.

### **Job Involvement**

Involvement of Job According to Robin (2010) is the degree to which an employee identifies his job, actively participates in it, and considers his Job performance as important in respecting himself. Employees with high Job involvement identify and care deeply about the type of Job they do. Their positive attitude encourages them to contribute to Job positively. High Job involvement is proven to be closely related to low absenteeism, low tendency to resign, and high employee participation in employment (Robbins, 2010). In addition, Chughtai (2008) states that Job involvement predicts a significant relationship to many important organizational outcomes, one of which is job performance.

### **Perception of Organizational Support**

Perception of Organizational Support can be defined as employee perceptions of the extent to which the organization provides support to employees and the extent to which the organization is prepared to provide assistance when needed. According to Eisenberger et.al (2010) that Perception of Organizational Support refers to employees' perceptions of the extent to which organizations assess their contributions and care about their welfare. Based on the study of Eisenberger et al. (2011) states that employees consider their Job as a reciprocal relationship that reflects the relative dependence that exceeds the formal contract with the organization which means that employees and organizations are involved in reciprocal relationships. Employees see the extent to which organizations will recognize and value their efforts, support their socio-emotional needs and as employees they will treat their organizations well.

### **Organizational culture**

Culture is an important concept for understanding people and groups of people for a long period of time, including in an organization. Identifying and understanding organizational culture influences success in intellectual and financial terms in the company. According to Robbins & Judge (2012). providing definition Organizational culture is a set of assumptions or systems of beliefs, values and norms developed within the organization that serve as guidelines for the behavior of its members to overcome external and internal adaptation problems. Kreitner and Kinicki (2014) define organizational culture as a form of assumption that is owned, accepted, implicitly by the group and determines how the group feels,

### **Review of Previous Research and Hypotheses**

Based on Research Ali (2007) supports that fostering the level of involvement of high Job among employees can be effective to improve both forms of performance and encourage more positive attitudes and behaviors and states the relationship between Job and individual involvement is in depth and complex, both running by achieving values Job that is a source of income. Jobing is part of the individual, including self-image, and therefore Job involvement is an important means to satisfy deep and possible needs through self-expression. The involvement of employee Job and the effectiveness of team Job are at a high level of yield which is quite high. In addition, the research findings reveal a significant impact of employee Job engagement on the effectiveness of team Job (Judeh, 2009). At the same time the results showed that there was no significant difference in Job involvement due to gender or marital status, while participants were significantly different in terms of education level. Based on this research, hypothesis can be stated, namely:

#### **H1: The involvement of Job influences positively and significantly to employee performance**

The research conducted by Mursidta (2017), The Effect of Organizational Support Perception and Job Satisfaction on Employee Performance shows that, Perceived Organizational Support has an effect on the performance of Organizational Support Perception that has a significant effect on employee performance at PT Varia Usaha Beton Gresik. Research conducted by Arshadi et al (2013) examined the effect of Perception of Organizational Support on employee performance, indicating that, Perceived Organizational Support has an effect on performance. Another study conducted by Susmiati et.al (2015) which examined the effect of Perception of Organizational Support on performance, and the results of Perception of Organizational Support affect performance.

#### **H2: Perception of Organizational Support positively and significantly to employee performance**

Yusoff's research (2011), where the results of his research on companies in Malaysia that the organizational culture in the company affect the company's performance, and the organizational culture that influences it is power distance, individualism and masculinity. In a study conducted by Adewale, Anthonia (2013) entitled the influence of organizational culture on human resource practices: a study of selected private universities in Nigeria found that there was a close relationship between organizational culture and performance.

#### **H3: Organizational Culture positively and significantly to employee performance**

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### III. RESEARCHMETHOD

This research isaquantitative research in an explanatory form,where theproblem solving model and analysis done using statistical analysis empirically examine the relationship between the research variables.The population in thisstudy is Employee Performance At The Village Community Empowerment Office Of West Sumatra Province,amount in to 107 people.The sample use is all of the total population,which is 107 respondents.In analyzing the data,r esearchers used SPSS 16 application for windows to testing this research hypotesis with cover Multiple Regression analyse.

### IV. RESEARCH RESULTAND DISCUSSION

#### Respondents' Characteristics

This research was conducted at Employees at the Village Community Empowerment Office of West Sumatra Province. As respondents, the questionnaire was closed to be filled in directly. The questionnaire is confidential so it is expected to fill honestly and independentl, Of the 107 questionnaires that have been distributed, 107 respondents or all samples from Employees at the Village Community Empowerment Service of West Sumatra Province, responded to the questionnaire by filling in directly. Based on these data, it is known that the rate of respond rate in this study is 100%. This proves that the respondents were very cooperative as the sample in this study.

Respondents who filled out the questionnaire were 66 male respondents with 61.7% and 41 or 38.3% female respondents. Can be seen respondents who are male who have the highest percentage that is equal to 61.7 those who are civil servant employees with a percentage of 63.6 and 36.4% of respondents Honor Employees. Can be seen Employee respondents with PNS status who have the highest percentage of 63.6%, the majority of respondents were in the group Job period <5 years, which is as many as 29 people or 27.1% for 21-25 years is the smallest respondents namely 9 people or 8.4%, who have not married with a percentage of 27.1% and 72, 9% of employees were married. Can be seen Married employee respondents who have the highest percentage of 72.9%. the majority of respondents were in the salary group in the range of 3,000,000 - 5,000,000, namely as many as 43 people or 40.2%. then 10,000,000-15,000,000 are the smallest respondents, namely 1person or 0.9,the majority of respondents were in the age group ranging from 26 to 35 years, namely as many as 26 people or 33.6%. then followed 56 - 58 years, the smallest respondents were 12 people or 11.2%.

#### Data Analysis and Hypothesis

##### Multiple Linear Regression Analysis

From the three coefficient values on the independent variables above, it is obtained that the Job Involvement variable (X1) has the largest value with a coefficient value of 0.464 or 46.4% while the smallest coefficient value is obtained by the Organizational Support Perception variable (X2) with a coefficient of 0.270 or 27%. Based on these results it was found that the variable Job Engagement is the most dominant factor that influences Employee Performance then followed by the Organizational Culture variable with a coefficient of 0.298 or 29.8%. while the Organizational Support Perception variable has the smallest influence compared to other independent variables that have an influence on Employee Performance.

**Tabel 1. Multiple Linear Regression Analysis**

| Variabel                              | Unstandardized Coefficients |            |
|---------------------------------------|-----------------------------|------------|
|                                       |                             | Std. Error |
| (Constant)                            | .063                        | .284       |
| Job Involvement(X1)                   | .464                        | .102       |
| Perception Organizational Support(X2) | .270                        | .165       |
| Organization Culture (X3)             | .298                        | .209       |

Source: The Result of SPSS Processing, 2018

### F Test

Thes testing in this study can be seen in the tabel below:

**Tabel 2. Simultaneous Test**

#### ANOVA<sup>a</sup>

| Model |            | Sum of Squares | df  | Mean Square | F      | Sig.              |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1     | Regression | 14.854         | 3   | 4.951       | 76.170 | .000 <sup>b</sup> |
|       | Residual   | 6.695          | 103 | .065        |        |                   |
|       | Total      | 21.549         | 106 |             |        |                   |

Source: Source: The Result of SPSS Processing, 2018

From table it can be seen that the results of testing the hypothesis of variable variable Strategic Leadership X1 Organizational Structure X2 Organizational culture X3 jointly influence the variable (Strategic Implementation). (Y). shows the value of f count of 76,175. with a significance level of 0.000 <0.05 so that Ho is rejected and Ha is accepted. Thus it can mean that the variable Job Engagement, Perception of Social Support and Organizational Culture has a positive influence on employee performance.

### Partial Test (t Test)

T test is conducted to determine the significance of the influence of independent variables (Strategic Leadership, Organizational Structure, Organizational Culture) partially or individually explain the dependent variable (Strategic Implementation). The results of the t test can be seen in the following table 3:

**Tabel 3. Uji Parsial (t)**

#### Coefficients<sup>a</sup>

| Model |                      | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|-------|----------------------|-----------------------------|------------|---------------------------|-------|------|
|       |                      | B                           | Std. Error | Beta                      |       |      |
| 1     | (Constant)           | .063                        | .284       |                           | 223   | .824 |
|       | Job Involvement      | .464                        | .102       | .431                      | 4.544 | .000 |
|       | Perception Support   | .270                        | .165       | .224                      | 2.636 | .005 |
|       | Organization         |                             |            |                           |       |      |
|       | Organization Culture | .298                        | .209       | .246                      | 2.425 | .007 |

Source: Source: The Result of SPSS Processing, 2018

By using the number of samples as many as 107 respondents, independent variables as many as 3 and (dependent variables) as many as 1 variable and the hypothesis is done in two directions, namely with a level of significant 95% ( $\alpha = 5\%$ ).

### Discussion of the result of the research

#### The Influences of Job Involvement to the Employee Performance

With the criteria for acceptance or rejection in this testing, a significance level of 0.05 and a significance value of 0,000 are used. T table is 1.670, H1 is rejected if T counts  $\leq$  T table and is accepted if T count > T table. Based on the output from table 4.13 it can be seen that the value of T count (4,544) > T table (1,670) then H1 is accepted, meaning that Job Involvement has a positive and significant effect on Employee Performance.

#### The Influences of Perceptions of Organizational Support to the Employee Performance

The second thing that can be done to test the hypothesis is by determining the level of significance in which the level of significance set in this study is 0.05. and a significance value of 0.005 Then determine the T count of 2.636. The next step the researcher will compare T count with T table and the T value of the table taken is 1.670. T count (2.636) > T table (1.670) then H2 can be accepted, meaning that the variable means that Perception of Organizational Support has a positive and significant effect on Employee Performance.

#### The Influences of Organizational Culture to the Employee Performance

The second thing that can be done to test the hypothesis is by determining the level of significance in which the level of significance set in this study is 0.05. and a significance value of 0.00 Then determine T count of 2.425. The next step the researcher will compare T count with T table and the T value of the table taken is 1.670. T

count (2,425) > T table (1,670) then H3 can be accepted, meaning that the variable means that Organizational Culture has a positive and significant effect on Employee Performance.

## V. CONCLUSION

This research is based on previous research regarding the influence of Job involvement, perceptions of organizational support, and organizational culture on employee performance. This study uses a questionnaire as a primary data source. The questionnaire was distributed to 107 PNS respondents at the Village Community Empowerment Office of West Sumatra Province. concluded that:

- a. From the average respondent's answers we can see that work involvement has the greatest influence on employee performance, therefore the village community empowerment service must pay attention to things that can make employees more willing to involve themselves personally in their work, because by getting involved employees in person at work will make them work optimally and provide the best results for the village community empowerment service.
- b. On the other hand, perceptions of organizational support also have a positive and significant influence on employee performance. although the perception of the organization has the smallest influence of the three variables but this cannot be ignored. The village community empowerment service must provide support in all matters to employees so that they feel that they are part of the service.
- c. In addition to these two variables, there is one variable that also affects employee performance, namely organizational culture. In working, the village community empowerment service must be able to apply moral cultures to employees such as a culture of discipline so that employees are able to become employees who are ready to work optimally for the progress of the village community empowerment service

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