

Effect of Perceived Organizational Support and Workload on Employee Performance with Moderation of Person Organization Fit

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ABSTRACT

The purpose of this study was to investigate and analyze the impact of perceived organizational support and workload on employee performance with moderation by the individual's organizational fit. The study population included a sample of 43 respondents aged 24-47 who were employees and employees of North Jakarta BNNK. The data processing method in this research uses smartPLS for the purpose of hypothesis verification. The results of this study show that perceived organizational support has a positive and significant impact on employee performance, and workload has a positive and significant impact on employee performance, and that an individual's organizational fit has a positive and significant effect on employee performance. positive and significant impact on employee performance, and person organization fit weakens but has an effect and can moderate between perceived organizational support on employee performance, person organization fit is able to strengthen and can moderate the workload on employee performance. This study recommends that if you want to improve employee performance, it is advisable to be able to provide psychological differentiation to employees who work, because some of the respondents to this study stated that agencies have not fully provided good support, causing employee performance to be less than optimal, but this can be minimized by providing support and rewards to employees.

Keywords : *perceived organizational support; workload; person organization fit; employee performance*

INTRODUCTION

Human resources (HR) is the main component in an organization, meaning that human resources have an important role in every implementation of activities and activities carried out by an organization. (Wibowo, 2022; Basuki, 2019). Because HRM practice is a major factor in determining organizational development, namely as a driving force in achieving goals, organizations must be able to manage human resources effectively and be able to manage and empower their employees properly (Putri et al., 2022; Diansyah and Saepul, 2017) . Success in achieving goals can be seen from the results of the organization's performance which cannot be separated from the performance of its human resources. Quality performance and success in achieving its goals can be influenced by factors originating from within the organization so as to produce quality performance. Performance is so important for an organization, because employee performance is a benchmark for related organizations to assess ability, productivity and provide useful information for matters relating to employees, the better the performance of employees, the better the organization.

The National Narcotics Agency (BNN) is an Indonesian non-ministerial governmental agency (LPNK) whose mission is in the field of prevention, eradication of abuse and illegal trafficking of narcotics, psychotropics, precursors and other narcotic substances, to carry out government duties. Addiction to tobacco and alcohol. BNN is headed by a Board of Directors reporting directly to the President. . BNN is divided into several branches, one of which is BNN in North Jakarta. In carrying out a good company program, good employee performance is also needed. In agencies, employees hope that there will be support to be able to improve performance. Perceived organizational support (POS) is the perception of employees about how far they believe that their contributions and welfare are valued by companies/agencies. For this reason, agencies need to optimize support for employees so that they have the perception that the company has valued contributions. If employees think that the support from the agency they have received is great, a positive perception will emerge that will have an impact on performance results (Diana and Frianto, 2021). Besides POS, performance is also affected by workload.

One of the things that causes a decrease in employee performance is excessive workload, because excessive workload will trigger burnout at work (Sulastris & Onsardi, 2020). Organizational value can also affect performance, the more the person organization fit increases, the employee performance will increase (Anindita, 2020).

In this study, researchers wanted to test and analyze the impact of organization perceived support and workload on employee performance. The differences from previous studies is the target at North Jakarta BNNK, the research subjects are the North Jakarta BNNK staff, and the variable "person-organization fit (Po-Fit)" is placed as a moderating variable to moderate the impact on the organization. Employee performance support and workload. This is the latest discussion in this study and complements previous research. This research is expected to make a significant contribution to the fields of human resources. We refer to the results of theoretical understanding and previous research. Therefore, the researchers aimed to determine the impact of POS (Perceived Organizational Support) and workload on employee performance with moderation of Personal Organizational Fit (Po-Fit) at BNN North Jakarta.

This research used human resource management as a grand theory, which is a process of implementing procurement, training and development activities, providing compensation and several matters related to human resources (HR) which aim to create productive human beings (Susan, 2019). Human resources have an important role in determining the progress of an institution, which if an agency has quality human resources then the agency will progress, and vice versa, if an agency does not have quality human resources then the agency will hard to get ahead (Sahliyah and Zahidiyah, 2023). If an agency has quality human resources, the agency will progress, and vice versa, if an agency does not have quality human resources, it will be difficult for the agency to progress (Lubis & Effendy, 2022).

The Effect of Perceived Organizational Support on Employee Performance

Organizational support is recognized as having a positive impact on performance, as research results show that organizational support can have a very positive impact on employee performance (Prastyo, 2020). A study reviewed by (Susmiati & Sudarma, 2015) shows that perceived organizational support influences performance. Mursidita (2017), currently perceived organizational support has a sometimes significant impact on employee performance. From this, we can conclude that perceptions of organizational support are positively correlated with employee performance.

H1: Perceived organizational support has a positive effect on employee performance.

Effect of Workload on Employee Performance

Study by Utomo (2019) have shown that workload variables have a positive impact on employees performance. Extensive research Mahfudz (2017) also shows that workload has a positive impact on employee performance. The same is true for a study by Ahmad & Taroreh (2019), which shows that workload positively affects employee performance. This suggests that workload is positively correlated with employee performance.

H2 : workload has a positive effect on employee performance.

The Effect of Person Organization Fit (Po-Fit) on Employee Performance

A study shows that the impact of personal-organizational fit on employee performance is defined as the fit between organizational values and personal values. (Saputri, 2019). There is a positive and significant correlation between person organization fit and individual performance (Nedia, 2021). On the other hand, research by Rifqi & Ningsih, (2022) shows that a person organization fit influences employee performance. From this, we can conclude that an individual's organizational fit influences employee performance.

H3 : Person organization fit has a positive effect on employee performance.

Moderation of Person Organization Fit (Po-Fit) on the Influence of POS (Perceived Organizational Support) on Employee Performance

Person organization fit has a significant and positive effect on perceived organizational support (Putri & Rahardja., 2019). According research by Imawati (2018) PO-Fit has a significant effect on POS. Person organization fit directly affects employee performance. The better the person organization

fit, the better the employee's performance. Conversely, if person organization fit is not properly implemented, employee performance will not improve (Audina, 2022). According to research by Mujiono (2018) shows that Person-organization fit has a positive and significant effect on job satisfaction.

H4 : Person Organization Fit (Po-Fit) influences and can moderate the influence of POS (Perceived Organizational Support) on Employee Performance.

Moderation of Person Organization Fit (Po-Fit) on the Influence of Workload on Employee Performance

Appropriateness of individual values and organizational values felt by employees can affect workload and performance (Sukmadewi & Agustina, 2023). With compatibility between individual values and company values, employee performance can increase, because employees will feel comfortable, safe, and calm at work, this shows the importance of P-O Fit in improving employee performance. (Mujiono, 2018). Person-organization fit has a positive and significant effect on employee performance (Kusaeni, 2023).

H5: Person Organization Fit (Po-Fit) has an effect and can moderate the effect of workload on Employee Performance.

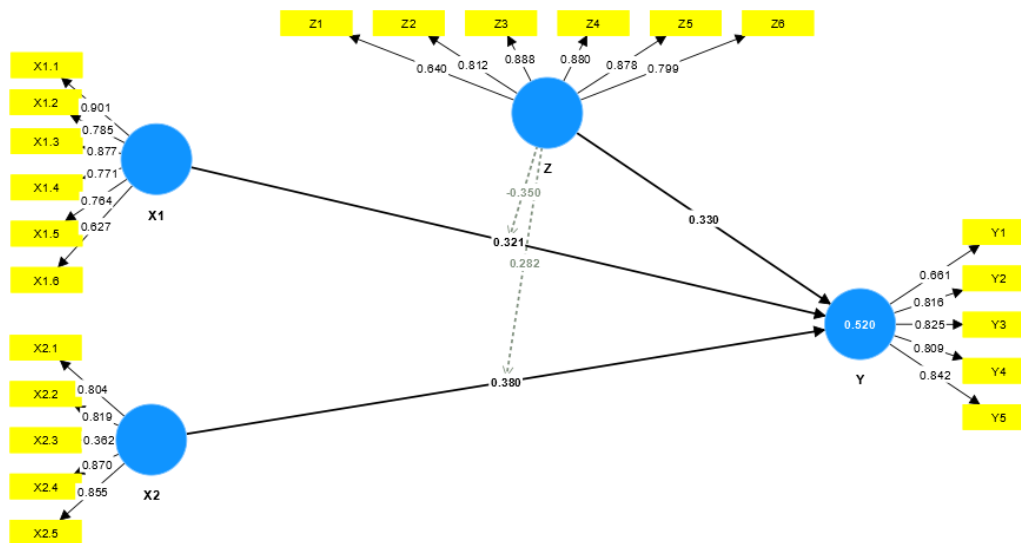
METHOD

A research sample of North Jakarta BNNK staff and employees aged 24-47 years was used for this study. A total of 43 samples were collected. The number of indicators in the study variables is 18. This study has two independent variables (X), one dependent variable (Y), and one moderator variable (Z). First, the variable perceived organizational support (X1), POS is how much organizational support is felt by employees for their contribution and organizational concern for their welfare which will have an impact on employee support for the organization (Darmika & Sriathi, 2019). This variable consists of six indicators, namely the institution is proud of the success of its employees, the institution pays attention to employee welfare, the institution appreciates employee participation, the institution compares employee personal goals & values, the institution shows concern for employees, the organization's availability in providing special assistance to employees in need (Lukiyana & Yusuf, 2022).

Both workload variables (X2), workload is the average frequency of each type of work given within a certain period of time, or in other words the severity of a job that is felt by employees is influenced by the division of labor, size of work ability, and time which are available (Fransiska, 2020). This variable consists of four indicators, namely targets to be achieved, use of time, working conditions, and work standards (Rolos & Rumawas, 2018). Third, the moderating variable, namely person organization fit (Z), PO-Fit is defined as the suitability between organizational values and individual values. (Rumangkit and Haholongan, 2019). This variable has four indicators, namely effectiveness, responsibility, discipline and initiative (Hadiwijaya, 2016). And one related variable, namely employee performance (Y).

Employee performance is a representation of the quality and quantity achieved by an employee in accordance with what he or she does in carrying out the duties and responsibilities assigned by the employer (Bahri, 2019; Yani & Rinaldo, 2017). This variable includes four indicators that are need for performance, need for power, reward, and leadership policy (Akbar & Nursyam, 2022). The approach method in this research is quantitative method, that focuses on numerical values and processes them using statistical methods. The study used a data collection method questionnaire that asked about each variable measure under investigation, and consisted of 1 to 5 Likert scale presented to the respondent for which criteria were established. Data are processed to prove the hypothesis of this study using smartPLS SEM. PLS analysis consists of two sub-models: a measurement models (outer model) and a structural models (inner model). Model measurements are useful for evaluating model validity and reliability. A validity test is a test to see if the instrument is enabled (valid) or invalid. The instrument here are survey questions (Janna & Herianto, 2021). A reliability test is an index test that shows how reliable and trustworthy an instrument (Amanda & Devianto, 2019).

RESULT



Source : processed data

Figure 1
PLS Algorithm Analysis Results

As can be seen in Figure 1, the results of the validity test of Research Model I for each variable consisting of perceived organization support, workload, employee performance, and person organization fit are already consistent with external stress/load factors. It shows 0.5. This is if the relationship between each variable and its index is valid according to the criteria. The dependent/intervening variable employee performance value is 0.520, or 52%. This means that the variable perceived organization support and workload that describes employee performance is 52% competence. Therefore, there are other variables that affect employee performance, which account for 48% of what is commonly referred to as error in surveys. The results of the following analysis place this research model in the intermediate category because the R-squared/coefficient of determinant is greater than 33%. In this study, the ability of the independent variable to explain the dependent variable was 52%.

Table 1
Reliability and Validity Test

	Cronbach's alpha	rho_a	Composite reliability	AVE	Decision
X1	0.883	0.924	0.909	0.628	Accepted
X2	0.798	0.822	0.870	0.587	Accepted
Y	0.851	0.863	0.894	0.629	Accepted
Z	0.901	0.908	0.924	0.673	Accepted
Z x X1 -> Y	1.000	1.000	1.000	1.000	Accepted
Z x X2 -> Y	1.000	1.000	1.000	1.000	Accepted

Source : processed data

Validity tests based on the table's Average Variance Extract (AVE) square root revealed results greater than 0.5. This indicates that it has been approved as good after passing the validity test. As a result, the indicators used in this study are reliable and consistent. Additionally, the findings indicate that the Cronbach alpha and combined reliability scores are both higher than 0.7. This indicates that the reliability test has been deemed reliable and that it satisfies the requirements. Based on three criteria—R-squared, F-squared, and path coefficients—structural or internal model testing exposes links and strengths between employed configurations R-square outcome. As a result, the independent variable's product diversity (X2) F-squared value is 1.159. Latent variables significantly impact results on the structure level. Additionally, the outcomes of estimating the path coefficients, which are

employed to assess the significance of impacts among variables, provide noteworthy findings for all the proposed hypotheses.

Table 2
Hypotesis Test

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ((O/STDEV))	P values	Decision
X1 -> Y	0.321	0.349	0.142	2.266	0.023	Accepted
X2 -> Y	0.380	0.376	0.175	2.172	0.030	Accepted
Z -> Y	0.330	0.327	0.161	2.042	0.041	Accepted
Z x X1 -> Y	-0.350	-0.339	0.177	1.984	0.047	Accepted
Z x X2 -> Y	0.282	0.271	0.140	2.006	0.045	Accepted

Source : processed data

Based on the results of the previous hypothesis test, we can say that this hypothesis is derived from Hypothesis 1 (H1). The data analysis shows that the t-statistic value or t-table value is greater than 2,266 or 1.96. Perceived Organizational Support (POS) has been shown to have a positive impact on employee performance. In other words, the more your organization supports you, the better your employees will perform. The results of this study are consistent with those of Ariarni and Afrianty (2017), so the first hypothesis (H1) is accepted, Wahyuni (2019) and Fahmi (2021) show that corporate support has a significant positive impact on employee performance.

Evidence for the second hypothesis (H2), a t-statistic value of 2.172, suggests that workload has a large positive impact on employee performance. This shows that employee performance can be maximized by achieving balanced satisfaction with workload indicators such as goals to be achieved, working conditions and labor standards. Therefore, the evidence in this study is consistent with research conducted by Nabawi (2019), Polakitang et al. (2019) and Parashakti (2020) found that workload has a significant positive impact on employee performance. From this we can conclude that the second hypothesis (H2) is acceptable. Proof of the third hypothesis (H3). Person-Organization Fit (PO-Fit) with a T-Statistics value of 2.042 clearly has a positive impact on employee performance. Establishing a high level of her PO compliance within the agency improves employee performance. The results of this study confirm and complement previous studies by Anindita (2020), Syahid et al. (2022) and Indriyati (2019) show that individual organizational alignment has a large positive impact on employee performance. From this we can conclude that the third hypothesis (H3) is acceptable.

In the proof of the fourth hypothesis (H4), we see that the original sample value is -0.350 and the sample mean is -0.339, so it is reported as a negative value. This will weaken the adjustment of the human organization, but it will be recognized that the effect of systematically supporting the performance of employees will be remarkable. This negative impact can be explained by the fact that the greater the feeling that organizational support staff are feeling at work, the more likely agency staff are to perform poorly. However, there are things you can do to improve employee performance, especially by empowering them psychologically. When psychological empowerment is provided, employees feel that their work is meaningful, they are more capable, confident and empowered in fulfilling their job responsibilities, and they influence the work performance of the organization. You will feel empowered. Therefore, the results of this study can corroborate and complement previous studies (Putri & Rahardja, 2019; Imawati, 2018; Audina, 2022). From this we can conclude that the fourth hypothesis (H4) is acceptable.

Evidence for the fifth hypothesis (H5): Relaxation of individual histocompatibility is highly effective and can reduce the impact of workload on employee performance. Improved performance of the agency's employees is realized through her PO-Fit, which can reduce the burden of employee performance. If utilization indicators such as goals to be achieved, working conditions, and labor standards are met in a well-balanced manner, the performance of staff within the agency will improve. Therefore, the results of this study can support and complement previous research findings (Sukmadewi et al., 2023; Mujiono, 2018; Kusaeni, 2023). So it can be concluded that the fifth hypothesis (H5) is accepted.

In light of the findings of the coefficient of determination investigation, the findings merit discussion. The basis for determining the impact of an independent variable on the dependent variable

is frequently the coefficient of determination. R^2 is calculated by multiplying R^2 by 100%. An R^2 of 0.520 was observed after the study's data processing. According to an R^2 value of 0.520, perceived organizational support and workload are responsible for 52% of employee performance, with the other 48% being influenced by factors outside the scope of this study..

CONCLUSION

This study provides evidence of the impact of perceived organizational support and workload on individuals' organizational fitness, with employee performance as the moderating variable. The results of this study show that perceived organizational support has a significant positive impact on employee performance. Workload has a significant positive impact on employee performance. A person's fit in an organization has a significant positive impact on employee performance. Person organization fit weakens but has an impact, and can reduce the gap between organizational support and employee performance. Person Organization Fit can amplify and mitigate an employee's performance-related workload. A limitation of this study is that the interviewed respondents were only North Jakarta National Narcotics Agency officials and officials. This study recommends that if you want to improve employee performance, it is advisable to be able to provide psychological differentiation to employees who work, because some of the respondents to this study stated that agencies have not fully provided good support, causing employee performance to be less than optimal, but this can be minimized by providing support and rewards to employees. For future researchers, it is hoped that they can expand the sample because in this study the sample used was only employees and staff who work at the North Sumatra National Narcotics Agency and can add a psychological empowerment variable as a moderating variable to complete the model that influences perceived organizational support and workload on performance. employee. With the psychological empowerment of employees, agencies can generate self-confidence and employee responsibility for their work.

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