



THE EFFECT OF PERCEIVED ORGANIZATIONAL SUPPORT, NORMATIVE COMMITMENT AND TRUST ON LEADERSHIP ON EMPLOYEE PERFORMANCE

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ABSTRACT

This research proposed to analyze and examine the relationship between perceived organizational support, normative commitment and trust in leadership on employee performance. This research is a descriptive quantitative research. The population in this study are all PT kayu lapis Indonesia/ PT Mitra Care Indonesia employees, the sampling technique used in this research is sensus because the entire population of the study was used as sample. Data collecting method used is questionnaire method. Data obtained been analyzed with spss analytical equipment tools. The results of the validity test table show from SPSS data that the variable X1 is organizational perception, variable X2 is normative commitment, X3 is leadership trust in employee performance, and variable Y Employee performance can be explained that the value of $r > r_{table}$ based on a significant test of 0.05 means that the items mentioned above are valid. The leadership trust variable has a positive and significant effect on employee performance by showing the results of 0.057 and sig 0.469. It can be said that the better the trust in the leader, the higher the employee's performance.

1. INTRODUCTION

Performance is defined as a result of a certain work process in a planned manner at the time and place of the employee and the organization concerned (Mangkuprawira and Hubeis, 2007:153). The success of an organization can also be said to depend on how the performance of the employees themselves if the performance is good, the existing organization has success and achieves the goals of the vision or mission and vice versa (Moeheriono, 2010: 60). Performance measures can be seen in terms of a certain quantity and quality, according to organizational or company standards. It is closely related to the function of the organization and or the perpetrators. The form can be tangible and intangible, depending on the form and process of implementing the work itself. Employee performance, among others, is largely determined by the quality of employee human resources. Performance measures in the world of research and development are the quality of research results, the level of adoption and diffusion of research results, and their impact on the welfare of society. So, performance can be seen from the process, results, and outcomes. In order to obtain results according to company and industry standards, performance needs to be managed. For this reason, companies need to manage the factors that affect employee performance (Mangkuprawira and Hubeis, 2007: 153). Good performance is a performance that has professionalism and has good quality. Someone who has good qualities will help improve the quality of his company with so many businessmen looking to the company to invest or cooperate with the company. So that those who have good performance abilities will get promotions from superiors and have good support from colleagues.

The support provided by the organization is perceived by its employees and becomes a source of enthusiasm in carrying out their work. Waileruny (2014) says that Perceived organizational support is the

degree to which employees believe the organization values their contributions and cares about their well-being. Perceived organizational support provides a motivating effect for employees at work so that it will form good and positive employee performance (Sardiman, 2003:73). Normative commitment is describing a feeling of attachment to continue to be in the organization (khaerul Umam: 2012). Organizational members with high normative commitment will continue to make someone will survive in an organization under any circumstances and will be willing to carry out their duties and work properly and responsibly (Ashari et al, 2005). High commitment will spur employees work as well as possible so that productivity can increase and organizational goals can be achieved. Therefore, high commitment is very important for an organization to achieve goals that are as expected. Reliable human resources in a company require companies to have employees who have competitive advantages and have high productivity. Companies need employees who are proactive, take initiative and take full responsibility for their development and career. In addition, companies also need employees who have work commitments in carrying out their work.

Trust in the leadership is important because it regulates and helps the running process of an existing organization and will increase collaboration and improve the capabilities of the company. Trust itself has an understanding of a person's willingness to rely on others where we have faith in him. High trust must be owned by the organization because trust will help us improve the organization and performance in order to achieve the organization's vision and mission if the organization or individual does not have trust, it will be difficult for the organization to continue to advance and develop (Bakker & Lieter 2010). PT Kayu Ply Indonesia/PT Mitra Care Indonesia is Indonesia's largest timber/timber management company using environmentally friendly technology and consistent forest protection and a committed approach to corporate social responsibility. Obstacles that are in the company according to interviews, namely the red date is deleted or holidays are still leaving, calculated by the GM exchanging holidays with other employees instead of overtime. This study, which discusses employee performance which is influenced by perceived organizational support, normative commitment and leadership trust, has been carried out by many previous researchers, and among these researchers there is controversy over research results that provide different findings from one another. Afrianty's research (2017) shows that the perceived organizational support variable has an influence on employee performance but differs by showing different results from Giraldi's research (2017) which states that perceived organizational support has an insignificant direct effect on employee performance in distribution transmission employees. PDAM Delta Tirta. Research conducted by Parinding (2017) found that normative commitment had a significant effect on performance variables at PT Pergadaian (Persero) Ketapang Branch. In contrast to the results of research from Novita et.al (2016) which found that normative commitment had a negative effect on employee performance variables. Research by Yulianti and Wuryanti (2015) shows that trust in leaders has a positive and significant effect on HR performance. In contrast to the results of research from Prasetyo and Sularso (2018) that trust in the leadership does not have a significant effect on the performance of employees of the regional revenue agency of Jember Regency.

Based on the differences in research results and the background that has been described, this article aims to describe and analyze the effect of perceived organizational support, normative commitment and trust in leadership on the performance of employees of PT Kayu plywood Indonesia / PT Mitra care Indonesia.

2. LITERATURE REVIEW

Employee Performance

According to Gomes (1995) in Mangkunegara (2009), put forward the definition of employee performance as, "expressions such as output, efficiency and effectiveness are often associated with productivity". According to Mangkunegara (2009), "The term performance comes from the word Job Performance or Actual Performance, performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities he is given". Performance is the achievement of organizational goals that can be formed quantitative or qualitative output, creativity, flexibility, reliability or other things that can be desired by the organization. According to Gibson (2003) at any level there is no one criterion that accurately reflects performance. Briefly, performance is mentioned as a success in carrying out a job according to As'as (2001). So it can be concluded that low performance will greatly affect the company, therefore the need for leadership trust in employee performance so that performance becomes good, and there is employee job satisfaction in the company itself.

Employee performance indicators: Dharma (2003) suggests performance measurement standards, including the following:

- a. Quantity. Quantitative measurement involves calculating the output of the process or implementation of activities. This relates to the amount of output produced.

- b. Quality. Qualitative output measures reflect the measurement of “satisfaction level”, i.e. how well it is completed. This relates to the form of the output.
- c. Accuracy. Measurement of timeliness is a special type of quantitative measurement that determines the timeliness of completion of an activity.

Based on this opinion, it can be said that perceived organizational support is the employee's perception of support in an organization where they work. Organizations usually provide positive support for employees, for example giving respect, treating employees fairly, giving employees permission to express their rights to opinion.

Indicators of perceived organizational support according to Rhoades and Eseinberger (2002)

- a. Fairness is a fair organizational procedure in the division of tasks for human resources
- b. Support superiors are responsible for guiding and evaluating the performance of their subordinates.
- c. Organizational awards and working conditions, namely organizational awards such as salaries, promotions, job training and others.

The results of previous studies stated that perceived organizational support had a significant effect on employee performance (Mursidta, 2017). Research conducted by Arshadi et al (2013) shows that Perceived Organizational Support has a significant effect on performance. Another study conducted by Susmiati et al (2015) stated that Perceived Organizational Support had an effect on performance.

H1: if the perceived organizational support is in good condition, the better the employee's performance will be.

Normative Commitment

Normative commitment is a commitment related to employee loyalty, feeling to continue to be in the organizational environment because of pressure from other parties. Commitment is formed from employees' feelings to survive more than others according to (Greenberg in Kurniawan, 2015). Coopey and Harley (1991) in Sopiah (2008) mention, "Organizational commitment as an individual psychological bond in the organization". Bathaw and Grant (1994) in Sopiah (2008:156) state, "Organizational commitment is the desire of employees to maintain their membership in the organization and are willing to make high efforts to achieve organizational goals". Luthans (2006:249) defines, "Organizational commitment is most often defined as (1) a strong desire to remain as a member of a particular organization; (2) the desire to strive according to the wishes of the organization; and (3) certain beliefs, and acceptance of organizational values and goals". Indicators of normative commitment According to Allen and Mayer in Nurandini (2014)

- a. Making work a priority, where employees make work an obligation either in terms of needs or desires
- b. Responsible for the company, in this case employees have a sense of responsibility in their work so they are reluctant to leave.
- c. Team work, in this case employees are more concerned with the opinions and inputs of other employees

The results of previous studies stated that organizational commitment had no significant effect on employee performance (Bambang Swasto, 2016). According to research by Sukmawati and Gani (2014) the occurrence of organizational commitment linkages can have a direct influence on employee performance. The results of previous studies stated that normative commitment had a significant effect on employee performance (Roberto Goga Pariding, 2017). Research conducted (Amirul Akbar et al 2017) normative commitment has a significant effect on employee performance.

H2: the higher the normative commitment, the higher the employee's performance.

Trust in Leaders

Trust is a fundamental element in leadership (Dirks & Skarlicki, 2004) therefore leadership is closely related to trust. In leadership, trust plays a role in employee behavior, leaders can create a good organizational culture if they get the trust of employees. Trust in leaders has a positive relationship to various outcomes such as performance behaviors, and satisfaction. The greater the trust between the leader and his subordinates, the more accurate the exchange of information, the better understanding of performance goals and the higher the quality of communication that develops. The relationship between

leaders and employees by having respect, cooperation, commitment, work involvement and being reliable will make a relationship of mutual trust between superiors and subordinates to be well established.

Indicators of trust in leadership

- a. Where employees will be more careful in performance because of the leadership's trust, both in terms of individuals and groups.
- b. Employees will be more confident in doing work because of the authority.
- c. In this case it also affects the spirit and active performance of employees.

Meanwhile, according to Matthai (2008), Trust is a feeling of confidence possessed by employees that when faced with uncertain or risky situations, the behavior and words of the leader show consistency and are very helpful. For Griffin (2007), trust is a belief in a person's behavior in order to achieve a desired goal but is uncertain in a risky situation.

The results of previous research stated that trust in the leader had a significant effect on employee performance (Aidina, 2017). Low trust in superiors will have an influence on employee performance as has been studied by Paulina Jul Situmorang who found a positive relationship between trust in superiors and employee productivity (Paulina, 2013).

H3: the better the trust in the leader, the higher the employee's performance.

3. METHODS

This research is a descriptive quantitative research where descriptive quantitative research is research that aims to explain specifically social and natural events (Punaji: 2010). The population in this study were all employees of PT. plywood Indonesia/ PT Mitra Care Indonesia for the production of veneers. With a total of 60 employees. The sample technique in this study is a census because the entire population is a sample so that the sample in this study is 60 respondents. Data collection techniques by distributing questionnaires. And analyzed by using SPSS statistical tool.

4. RESULTS AND DISCUSSIONS

Data Validity Test

To test the validity of a research data, you can use the Pearson correlation where if the total from the analysis shows a value of < 0.01 or < 0.05 then the data is said to be valid. The results of testing the validity of the data can be seen in table 1 below:

Table 1 Perceived Organizational Support

		Correlations			
		x1.1	x1.2	x1.3	x1
x1.1	Pearson Correlation	1	.950**	.754**	.957**
	Sig. (2-tailed)		.000	.000	.000
	N	60	60	60	60
x1.2	Pearson Correlation	.950**	1	.817**	.978**
	Sig. (2-tailed)	.000		.000	.000
	N	60	60	60	60
x1.3	Pearson Correlation	.754**	.817**	1	.901**
	Sig. (2-tailed)	.000	.000		.000
	N	60	60	60	60
x1	Pearson Correlation	.957**	.978**	.901**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	60	60	60	60

** . Correlation is significant at the 0.01 level (2-tailed).

Based on table 1, it can be seen that the perceived organizational support variable is valid, this can be seen from the significant value of the perceived organizational support variable which has a value of 0.05.

Table 2 Normative Commitment Validity Test

		Correlations			
		x2.1	x2.2	x2.3	x2
x2.1	Pearson Correlation	1	.583**	.107	.726**
	Sig. (2-tailed)		.000	.415	.000
	N	60	60	60	60
x2.2	Pearson Correlation	.583**	1	.306*	.755**
	Sig. (2-tailed)	.000		.017	.000
	N	60	60	60	60
x2.3	Pearson Correlation	.107	.306*	1	.725**
	Sig. (2-tailed)	.415	.017		.000
	N	60	60	60	60
x2	Pearson Correlation	.726**	.755**	.725**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	60	60	60	60

** Correlation is significant at the 0.01 level (2-tailed).

Based on table 2, it can be seen that the normative commitment variable is valid, this can be seen from the significant value of the normative commitment variable having a value of 0.05.

Table 3. Test The Validity Of Trust In The Leader

		Correlations			
		x3.1	x3.2	x3.3	x3
x3.1	Pearson Correlation	1	.883**	.821**	.946**
	Sig. (2-tailed)		.000	.000	.000
	N	60	60	60	60
x3.2	Pearson Correlation	.883**	1	.885**	.969**
	Sig. (2-tailed)	.000		.000	.000
	N	60	60	60	60
x3.3	Pearson Correlation	.821**	.885**	1	.945**
	Sig. (2-tailed)	.000	.000		.000
	N	60	60	60	60
x3	Pearson Correlation	.946**	.969**	.945**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	60	60	60	60

** Correlation is significant at the 0.01 level (2-tailed).

Based on table 3, it can be seen that the variable trust in the leader is valid, this can be seen from the significant value of the variable trust in the leader having a value of 0.05.

Table 4 Employee Performance Validity Test

		Correlations			
		y1	y2	y3	y
y1	Pearson Correlation	1	.918**	.960**	.984**
	Sig. (2-tailed)		.000	.000	.000
	N	60	60	60	60
y2	Pearson Correlation	.918**	1	.918**	.955**
	Sig. (2-tailed)	.000		.000	.000
	N	60	60	60	60
y3	Pearson Correlation	.960**	.918**	1	.984**
	Sig. (2-tailed)	.000	.000		.000
	N	60	60	60	60
Y	Pearson Correlation	.984**	.955**	.984**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	60	60	60	60

** . Correlation is significant at the 0.01 level (2-tailed).

Based on table 4, it can be seen that the employee performance variable is valid, this can be seen from the significant value of employee performance having a value of 0.05.

Uji Reliabilitas

Table 5

Hasil Uji Reliabilitas Perceived Organizational Support

Reliability Statistics	
Cronbach's Alpha	N of Items
.876	4

From table 5 it can be seen that the perceived organizational support variable is reliable, this can be seen from the Cronbach's alpha value of the perceived organizational support variable which has a value above 0.6.

From the table, it can be seen that the trust variable in the leader is reliable, this can be seen from the Cronbach's alpha value of the trust in the leader variable having a value above 0.6.

Coefficients^a

Model	Unstandardized Coefficients		Standardized	t	Sig.	
	B	Std. Error	Coefficients			
			Beta			
1	(Constant)	.294	.546		.538	.593
	x1	.157	.054	.187	2.919	.005
	x2	-.047	.065	-.057	-.730	.469
	x3	.826	.064	.867	12.984	.000

a. Dependent Variable: y

Discussions

Based on the perceived organizational support variable, hypothesis 1 is accepted because it is explained that if perceived organizational support is in good condition, the better employee performance will be and it is shown that this variable has a positive and significant effect on employee performance by showing 0.187 and sig 0.005. It can be concluded that perceived organizational support has a significant effect on the performance of employees of PT. plywood Indonesia/ PT Mitra Care Indonesia for the production of veneers. Perceived organizational support provides a motivational effect for employees at work so that it will form good and positive employee performance (Sardiman, 2003:73). This shows that the better the support provided by the organization, the better the employee's performance.

From the normative commitment variable and hypothesis 2, it is rejected because it is explained that the higher the normative commitment, the higher the employee performance and the normative commitment variable has no significant effect on employee performance, showing the results of 0.057 and sig 0.469. It can be concluded that the higher the normative commitment, the higher the performance of employees at PT. Indonesian plywood PT Mitra Care Indonesia is part of the production of veneers. Normative commitment is describing a feeling of attachment to continue to be in the organization (khaerul Umam: 2012). This shows that employees are willing to stay and devote themselves to achieving work goals because they have the same values and goals in the organization. If the employee has a commitment to remain in the workplace, the employee will be better at carrying out his responsibilities in the workplace. High commitment will spur employees to work as well as possible so that productivity can increase and organizational goals can be achieved. From the leadership trust variable, hypothesis 3 is accepted and explained that the better the trust in the leadership, the higher the employee performance and it is shown that this variable has a positive and significant effect on employee performance by showing the results of 0.057 and sig 0.469. It can be concluded that the better the trust in the leader, the higher the employee's performance. High trust must be owned by the organization because trust will help improve the organization and performance in order to achieve the organization's vision and mission if the organization or individual does not have trust, it will be difficult for the organization to succeed. continue to advance and develop (Bakker & Lieter). This shows that employees who have a high commitment will bring success to the organization and if employees do not trust the leadership then there will be no responsibility from employees to complete responsibilities to the company.

5. CONCLUSION

PT plywood Indonesia / PT Mitra Care Indonesia is Indonesia's largest timber/timber management company using environmentally friendly technology and consistent forest protection and a committed approach to corporate social responsibility. Constraints that are in the company according to interviews, namely melting is deleted on red dates or holidays are still leaving, calculated by GM exchanging holidays with other employees, including not overtime. This study discusses employee performance which is influenced by perceived organizational support, normative commitment and leadership trust. conducted by previous researchers, and among these researchers there is a controversy of research results that provide different findings from one researcher to another. The results of the validity test table show that from SPSS data processing, X1 variable is perceived organizational support, X2 variable is normative commitment, X3 is leadership confidence in employee performance, and Y variable employee performance can be explained by the value of $r > r$ table based on a significant test of 0.05, meaning that these items above is valid. The results of the reliability test table show that the variable x1 percaived organizational support, variable x2 normative commitment, and variable x3 trust in the leadership, with these results the items above are declared valid because they are more than 0.60. From the variable perceived organizational support on employee performance shows the results of 0.187 and sig 0.005, from these results it can be concluded that perceived organizational support has a positive and significant effect on the performance of employees of PT. plywood Indonesia/ PT Mitra Care Indonesia for the production of veneers. This shows that the better the support provided by the organization, the better the employee's performance. From the variable normative commitment to employee performance shows the results of 0.057 and sig 0.469, from these results it can be concluded that normative commitment has no significant effect on employee performance at PT. plywood Indonesia/ PT Mitra Care Indonesia for the production of veneers. because it is explained that the higher the normative commitment, the higher the employee's performance. From the leadership trust variable has a positive and significant effect on employee performance by showing the results of 0.057 and sig 0.469. It can be concluded that the better the trust in the leadership, the higher the employee's performance. Therefore, high commitment is very important for an organization to achieve the expected goals.

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