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The Influence of Work Motivation on Employee Performance with Organizational Support as an Intervening Variable in BPJS Ketenagakerjaan in the Northern Sumatra Region

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Abstract

The purpose of this research is to find out the influence of work motivation on employee performance with organizational support as an intervening variable. Associative quantitative research type. The population is 98 employees, and the sample uses a saturated sample because it counts the entire population as a sample. Data collection is carried out by distributing questionnaires and primary data is the source. The research model used is path analysis and the measuring tool is sem PLS 3.3. The results of the research show that organizational support has a positive and significant effect on employee performance. Work Motivation has a positive and significant effect on Organizational Support. Work Motivation has a positive and significant effect on Employee Performance. Work Motivation has a positive and significant effect on Employee Performance through Organizational Support.

Keywords *work motivation, organizational support, employee performance*

INTRODUCTION

Employee performance is important in a company, because good performance means that a company's employees produce good products or services, so that the company can survive, compete, develop and achieve its goals. The results of research by experts state that employee performance is influenced by many things. Research by Ali et al. (2016:) stated that work motivation has a positive effect on employee performance, Afzali et al. (2014) stated that perceived organizational support (Perceived Organizational Support) is positively correlated with psychological empowerment and performance. Based on research conducted by Ali et al. (2016) found that motivation has a positive effect on employee performance, this means that good motivation will encourage employees to perform well. Apart from influencing performance, motivation can also influence employee engagement as revealed in the research results of Khan & Iqbal, (2013). A similar thing was also stated in research conducted by Shahen & Farooqi (2014) which stated that motivation is positively correlated with employee engagement.

Another thing that can influence employee performance in a company organization according to experts is perceived organizational support (Perceived Organizational Support) as revealed in research conducted by Afzali et al. (2014) which states that perceived organizational support is positively correlated with psychological empowerment and performance. In line with that, research conducted by Nanan et al. (2018) also stated that perceived organizational support (Perceived Organizational Support) has a direct influence on performance. Thus, it can be said that the higher the perceived organizational support, the more positive influence and relationship it will have on performance.

The phenomenon that occurs at BPJS Employment Pematang Siantar is a lack of motivation for employees so that employee performance becomes poor and laziness and lack

of support from the organization makes employees work better, so that employee performance decreases.

LITERATURE REVIEW

Motivation

According to Hasibuan (2013), work motivation is: "Providing a driving force that creates enthusiasm for someone's work so that they want to work together, work effectively, and integrate with all their efforts to achieve satisfaction." According to Fahmi (2013), "motivation is a behavioral activity that works in an effort to fulfill desired needs".

Work Motivation Indicators

Indicators are divided into three dimensions, namely the need for achievement, the need for affiliation, and the need for power. These three dimensions of needs are reinforced by Mc. Clelland in Hasibuan (2013), the dimensions and indicators of motivation are.

1. Dimension Need for achievement, this dimension is measured by two indicators, namely.
   a. Develop creativity.
   b. Enthusiastic about high achievement.
2. Dimension Need for affiliation, this dimension is measured by four indicators, namely.
   a. The need to feel accepted by other people in the environment where one lives and works (sense of belonging).
   b. The need for feelings of respect, because every human being feels important (sense of importance).
   c. The need for a feeling of progress and not failing (sense of achievement).
   d. The need for a sense of participation.
3. Dimension Need for power, this dimension is measured by two indicators, namely.
   a. Has the best position.
   b. Mobilizing abilities to achieve power.

Organizational Support

According to Rosyiana (2019), organizational support can mean appreciating employee contributions, hearing complaints, feeling proud of their work results or achievements and meeting employee needs. According to Robbins & Judge (2014) "perceived organizational support is the process by which individuals organize and interpret their sensory impressions to provide meaning to their environment."

Organizational Support Indicators

According to Rosyiana (2019) in the variable perception of organizational support there are 3 indicators, including:

1. Fairness indicators, namely procedural justice which is used as a way to determine the equitable distribution of employee resources. There are two types of justice, namely structural justice and social justice.

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2. Indicators of support from superiors, namely the employee's general view of the role of superiors which involves superiors who value contributions and care about employee welfare.
3. Indicators of rewards from the organization and working conditions, which are all kinds of rewards from the company given to employees, including salaries, promotions, employee development programs, job security, autonomy, work stress and organizational size.

Employee performance

According to Mangkunegara (2017), performance is the result of work in terms of quality and quantity achieved by someone in carrying out their duties in accordance with the responsibilities given to them. According to Mangkunegara (2013) employee performance is work performance or work results, both quality and quantity, achieved by human resources over a period of time in carrying out their work duties in accordance with the responsibilities given to them.

Employee Performance Indicators

According to Mangkunegara (2017), the indicators of employee performance are as follows:

1. Work quality Work quality is an assessment of whether the results of an employee's work are good or not.
2. Work quantity Work quantity is the amount of work produced by employees in that period.
3. Responsibility Responsibility is awareness of the obligation to do work accurately or without errors.
4. Initiative Initiative is awareness from within oneself to do work or solve problems at work without waiting for company orders.

METHOD

The type of research that will be used is quantitative associative, namely research that aims to determine the relationship between two or more variables (Sugiyono, 2017). In this research, the exogenous variable is Work Motivation (X), while the endogenous variable is Employee Performance (Y) and the Intervening Variable, namely Organizational Support (Z). This research was carried out at the BPJS Employment office in North Sumatra. According to Sugiyono, (2017), Population is a generalization area consisting of objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions are drawn. The number used is 98 employees. According to Sugiyono (2017), the sample is part of the number and characteristics of the population. When the population is large, and it is impossible for researchers to study everything in the population, for example due to limited funds, energy and time, researchers can use samples taken from that population. However, in this research, because the population is relatively

small, the sampling technique used is a saturated sample because it uses the entire population. So, the sample used is 98 employees.

The data analysis technique used in this research is a quantitative data analysis method. Data analysis in this research uses Structural Equation Modeling (SEM) based on Partial Least Square (PLS) using SmartPLS 3.3.3 software

Measurement Model (Outer Model)

The procedure for testing the measurement model consists of a validity test and a reliability test.

1. Validity Test

The validity test is used to assess whether a questionnaire is valid or not. A questionnaire is said to be valid if the questionnaire questions are able to reveal something that is measured by the questionnaire. Validity testing is applied to all question items for each variable. There are several stages of testing that will be carried out, namely through convergent validity and discriminant validity tests.

a. Convergent Validity

At this stage, we will see how big the correlation is between the indicator and its latent construct. So that it produces a loading factor value. The loading factor value is said to be high if the component or indicator correlates more than 0.70 with the construct to be measured. However, for research in the early stages of development, a loading factor of 0.5 to 0.6 is considered sufficient (Ghozali, 2012). Apart from that, at this stage we see how much value each variable has. So it produces an AVE (Average Variance Extracted) value. The AVE value is said to be high if it has a value of more than 0.5. If there is an AVE value of less than 0.5, then there is still an invalid indicator. (Ghozali, 2013).

b. Discriminant Validity

This validity test explains whether two variables are different enough from each other. The discriminant validity test can be fulfilled if the correlation value of the variable to the variable itself is greater than the correlation value of all other variables. This value is called Fornell Lacker. Apart from that, another way to fulfill the discriminant validity test can be seen in the cross-loading value (how big the correlation value is between the indicators that measure the variables). The cross-loading value is acceptable if the cross-loading value of each variable statement item to the variable itself is greater than the correlation value of the statement item to other variables (Ghozali, 2013).

2. Reliability Test

In general, reliability is defined as a series of tests to assess the reliability of statement items. Reliability testing is used to measure the consistency of measuring instruments in measuring a concept or measure the consistency of respondents in answering statement items in questionnaires or research instruments. To measure the level of reliability of research variables in PLS, you can use the alpha coefficient value or Cronbach's alpha and composite

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reliability). Cronbach's alpha value is recommended to be greater than 0.7 and composite reliability is also recommended to be greater than 0.7. (Sekaran, 2014)

Structural Model (Inner Model)

This test was carried out to determine the relationship between exogenous and endogenous constructs which have been hypothesized in this research (Hair et al., 2017). To produce inner model test values, the steps in SmartPLS are carried out using the bootstrapping method. The structural model was evaluated using R-square for the dependent variable, Stone-Geisser Q-square test for predictive elevation and t test as well as the significance of the structural path parameter coefficients with the following explanation:

1. Coefficient of Determination / R Square (R2)

In assessing the model with PLS, start by looking at the R-square for each dependent latent variable. The interpretation is the same as the interpretation of regression. Changes in the R-square value can be used to assess the influence of certain independent latent variables on the dependent latent variable whether they have a substantive influence (Ghozali, 2012). The R2 value is generally between 0 and 1.

2. Predictive Relevance (Q2)

This test is used to measure how well the observation values are produced by the model and also the estimated parameters. If the Q2 value is greater than 0, it indicates the model has predictive relevance, which means it has good observation value, whereas if the value is less than 0, it indicates the model does not have predictive relevance (Ghozali, 2014).

3. t-Statistics

At this stage it is used for hypothesis testing, namely to determine the significance of the relationship between variables in the research using the bootstrapping method. In the full model, Structural Equation Modeling, apart from confirming the theory, also explains whether or not there is a relationship between latent variables (Ghozali, 2012). The hypothesis is said to be accepted if the statistical t value is greater than the t table. According to (Latan and Ghozali, 2013) the t table value criteria is 1.96 with a significance level of 5%

4. Path Coefficient

This test is used to determine the direction of the relationship between variables (positive/negative). If the value is 0 to 1, then the direction of the relationship between variables is declared positive. Meanwhile, if the value is 0 to -1, then the direction of the relationship between the variables is declared negative.

5. Fit Model

This test is used to determine the level of suitability (fit) of the research model with the ideal model for this research, by looking at the NFI value in the program. If the value is closer to 1, the better (good fit).

RESULTS AND DISCUSSION

Outer Model Analysis

Measurement model testing (outer model) is used to determine the specifications of the relationship between latent variables and manifest variables. This test includes convergent validity, discriminant validity and reliability.

1. Convergent Validity

Convergent validity of the measurement model with reflexive indicators can be seen from the correlation between the item/indicator scores and the construct scores. Individual indicators are considered reliable if they have a correlation value above 0.70. However, at the research scale development stage, loadings of 0.50 to 0.60 are still acceptable. Based on the results for outer loading, it shows that the indicator has a loading below 0.60 and is not significant. The structural model in this research is shown in the following figure:

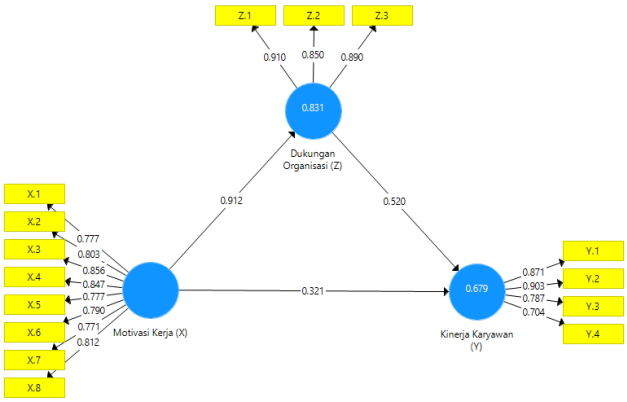

Figure 1. Outer Model
Source: Smart PLS 3.3.3

The Smart PLS output for loading factors gives the results in the following table: Outer Loadings In this study there is an equation, and the equation consists of two substructures for substructure 1

$Z = b1X + e1$
$Z = 0.912X1 + e1$

For substructure 2
$Y = b2X1 + b3Z + e2$
$Y = 0.321X1 + 0.520Z + e2$

Table 1. Outer Loadings

	Organizational Support (Z)	Employee Performance (Y)	Work Motivation (X)
X.1			0.777
X.2			0.803
X.3			0.856

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X.4			**0.847**
X.5			**0.777**
X.6			**0.790**
X.7			**0.771**
X.8			**0.812**
Y.1		**0.871**	
Y.2		**0.903**	
Y.3		**0.787**	
Y.4		**0.704**	
Z.1	**0.910**		
Z.2	**0.850**		
Z.3	**0.890**		

Source: Smart PLS 3.3.3

In Figure 2 and the table above, all loading factor indicators have a value > 0.7, meaning the indicator is a valid indicator because it is greater than 700 or 0.7.

2. Discriminate Validity

In this section, the results of the discriminant validity test will be described. The discriminant validity test uses cross loading values. An indicator is declared to meet discriminant validity if the cross-loading value of the indicator on the variable is the largest compared to other variables. The following are the cross-loading values for each indicator:

Table 2. Discriminant Validity

	Organizational Support (Z)	Employee Performance (Y)	Work Motivation (X)
X.1	0.674	0.587	0.777
X.2	0.754	0.687	0.803
X.3	0.716	0.677	**0.856**
X.4	0.758	0.598	0.847
X.5	0.715	0.554	0.777
X.6	0.717	0.645	0.790
X.7	0.696	0.594	0.771
X.8	0.819	0.749	0.812
Y.1	0.710	0.871	0.670
Y.2	0.689	**0.903**	0.700
Y.3	0.640	0.787	0.587
Y.4	0.621	0.704	0.644
Z.1	**0.910**	0.731	0.836
Z.2	0.850	0.711	0.705
Z.3	0.890	0.714	0.867

Source: Smart PLS 3.3.3

There is a cross loading value for the Organizational Support variable that is greater than the cross loading value of other variables. There is a cross loading value for the Employee Performance variable that is greater than the cross-loading value for other variables. There is a cross loading value for the Work Motivation variable that is greater than the cross-loading value for other variables. Based on the cross-loading results above, the value is discriminantly valid for each variable.

3. Composite reliability

The next test is the composite reliability of the indicator block that measures the construct. A construct is said to be reliable if the composite reliability value is above 0.60. Then it can also be seen by looking at the reliability of the construct or latent variable which is measured by looking at the Cronbach's alpha value of the indicator block that measures the construct. A construct is declared reliable if the Cronbach's alpha value is above 0.7. The following describes the construct results for each variable, namely Job Satisfaction, Employee Performance and Organizational Commitment with each variable and indicator. The following is a table of loading values for the research variable constructs resulting from running the Smart PLS program in the following table:

Table 3. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Organizational Support (Z)	0.859	0.914	0.781
Employee Performance (Y)	0.833	0.891	0.672
Work Motivation (X)	0.922	0.936	0.647

Source: Smart PLS 3.3.3

In table 3 above, it can be seen in the Cronbach alpha column that the value for each variable is greater than 0.7, which means that the reliability data is reliable for the variable. The composite reliability column has a value greater than 0.6 so it can be explained that each variable is considered reliable because the data is greater than 0.6. You can see from the AVE column that each variable has a value greater than 0.7, which means the data is valid in AVE terms. All variables from the Cronbach alpha column, reliability column and AVE column have values greater than 0.7 and 0.6 so they are considered reliable and valid.

Inner Model Analysis

Evaluation of the structural model (inner model) is carried out to ensure that the basic model created is strong and correct. The inspection stages carried out in the primary model assessment can be seen from several markers, namely:

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1. Coefficient of Determination (R2)

Based on data processing that has been carried out using the SmartPLS 3.0 program, the R Square value is obtained as follows:

Table 4. R Square Results

	R Square	Adjusted R Square
Organizational Support (Z)	0.831	0.830
Employee Performance (Y)	0.679	0.672

Source: Smart PLS 3.3.3

Based on this research, there is an R square value for the Job Support variable of 0.831 if the percentage is 83.1%, meaning that the influence of the Work Motivation variable on Job Support is 83.1% and the remaining 16.9% is on other variables. The R square value for the Employee Performance variable is 0.679 if the percentage is 67.9%, meaning that the influence of the Work Motivation and Organizational Support variables on Employee Performance is 67.9% and the remaining 32.1% for other variables.

2. Goodness of Fit (GoF) assessment

The goodness of fit model test can be seen from the NFI value ≥ 0.697 which is declared fit. Based on data processing that has been carried out using the SmartPLS 3.3 program, the Model Fit values are obtained as follows:

Table 5. Model Fit

	Saturated Model	Estimation Model
SRMR	0.073	0.073
d_ULS	0.646	0.646
d_G	0.576	0.576
Chi-Square	287,864	287,864
NFI	0.777	0.777

Source: Smart PLS 3.3.3

The goodness of fit test results of the PLS model in table 5. below show that the NFI value of 0.777 is greater than 0.697, meaning FIT. Thus, from these results it can be concluded that the model in this study has a high goodness of fit and is suitable for use to test research hypotheses.

3. Hypothesis Testing

After assessing the inner model, the next thing is to evaluate the relationship between latent constructs as hypothesized in this research. Hypothesis testing in this research was

carried out by looking at T-Statistics and P-Values. The hypothesis is declared accepted if the T-Statistics value is > 1.96 and P-Values < 0.05. The following are the results of Path Coefficients of direct influence:

Table 6. Path Coefficients (Direct Influence)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Organizational Support (Z) -> Employee Performance (Y)	0.520	3,421	**0.001**	**Accepted**
Work Motivation (X) -> Organizational Support (Z)	0.912	68,451	**0,000**	**Accepted**
Work Motivation (X) -> Employee Performance (Y)	0.321	2,127	**0.034**	**Accepted**

Source: Smart PLS 3.3.3

It can be seen from the table above that the results of the hypothesis are significant in the explanation as follows:

1. Organizational support has a positive and significant effect on employee performance with an original sample value of 0.520 and a P value of 0.001 < 0.05, meaning that if organizational support increases, then performance will also increase, conversely if work support is absent then performance can decrease.
2. Work Motivation has a positive and significant effect on Organizational Support with an original sample value of 0.912 and a P value of 0.000 < 0.05, meaning that if there is motivation in the organization then there will be support for employees so it can be said that motivation and support are simultaneous and related.
3. Work Motivation has a positive and significant effect on Employee Performance with an original sample value of 0.321 and a P value of 0.034, meaning that when there is work motivation that builds and makes employees feel enthusiastic, performance will increase by itself because they want to be like the motivator, but if there is no one to motivate the employee then the performance will be like that and can decrease.

Table 7. Path Coefficients (Indirect Influence)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Work Motivation (X) -> Organizational Support (Z) -> Employee Performance (Y)	0.474	3,384	**0.001**	**Accepted**

Source: Smart PLS 3.3.3

In this research, organizational support is an intervening variable because it can indirectly influence significantly the explanation as follows: Work Motivation has a positive and significant effect on Employee Performance through Organizational Support with an original sample value of 0.474 and a P value of 0.001, meaning that with organizational

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support and motivation, employee performance will increase
and employees will work diligently after receiving support from the organization and will be enthusiastic to reach the level better.

CLOSING

Conclusion

1. Organizational support has a positive and significant effect on the performance of BPJS Employment employees in North Sumatra
2. Work Motivation has a positive and significant effect on Organizational Support. BPJS Employment, North Sumatra
3. Work Motivation has a positive and significant effect on Employee Performance BPJS Employment Northern Sumatra BPJS Employment Northern Sumatra
4. Work Motivation has a positive and significant effect on Employee Performance through the Support of the BPJS Employment Organization in North Sumatra

Suggestion

After obtaining research results through hypothesis results and conclusions have been made, the suggestions from this research are as follows:

1. Organizations must often motivate employees to increase their desire to work well.
2. The organization must have a supportive and supportive nature towards employees in order to increase their commitment to work and always support what their employees do well and always listen to the ideas given by employees.
3. Employees must perform well and be creative so that they can receive support from the organization to be able to progress further in their work.

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