

# **THE INFLUENCE OF PERCEIVED ORGANIZATIONAL SUPPORT AND SUPERVISION ON EMPLOYEE PERFORMANCE THROUGH MOTIVATION AS AN INTERVENING VARIABLE AT THE FINANCIAL AND ASSET MANAGEMENT AGENCY OF THE LABUHANBATU DISTRICT**

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## **ABSTRACT**

This study aims to determine whether Perceived Organizational Support and Supervision affect performance through motivation as an intervening variable at the Regional Financial and Asset Management Agency of Labuhanbatu Regency. The research was conducted on permanent employees (PNS) at the Regional Financial and Asset Management Agency of Labuhanbatu Regency. The population in this study was 39 people. Due to the small population, the sampling technique in this study was a saturated sample with a sample size of 39 people. The data collection techniques used are primary data in the form of questionnaires and secondary data obtained through documentation studies. The data analysis technique uses quantitative data processed with the SPSS version 25 program, namely the t test, sobel test and path analysis. The results obtained in this study indicate 1) there is a positive and significant influence between Perceived Organizational Support on Motivation, 2) there is a positive and significant influence between Supervision on Motivation, 3) there is a positive and significant influence between Perceived Organizational Support on Performance, 4) there is a positive and significant influence between Supervision on Performance, 5) there is a positive and significant influence between Motivation on Performance, 6) there is a positive and significant influence between Perceived Organizational Support on Performance through Motivation as an intervening variable, 7). There is an influence

**Keywords:** Performance, Motivation, Supervision, and Perceived Organizational Support

## **INTRODUCTION**

This research focuses on the importance of the performance of Civil Servants (PNS) in government organizations, especially in the Regional Financial and Asset Management Agency of Labuhanbatu Regency. Optimal performance is needed to achieve organizational goals and increase public trust. Perceived Organizational Support (POS) plays an important role in creating a positive work environment, where employees who feel valued tend to be more motivated and committed. In addition, effective supervision can improve work discipline and reduce errors. Work motivation is expected to be an intervening variable that links POS and supervision with employee performance. Thus, this study aims to explore the effect of POS and supervision on employee performance, as well as the role of motivation in the relationship. The results of the study are expected to provide insights for management in improving employee performance in government agencies.

## **LITERATURE REVIEW**

### **1. Definition of Performance**

Employee performance greatly affects the success of the organization. Performance is defined as work results related to organizational goals, customer satisfaction, and economic contribution (Hamali, 2016). Performance is also measured based on the process and results achieved in a certain period (Fahmi, 2017; Edison, 2016). Performance includes the quality and quantity of employee work results in completing tasks (Mangkunegara, 2017; Torang, 2014). Overall, performance is the result of a series of activities that can be measured both in quality and quantity.

### **2. Definition of *Perceived Organizational Support***

POS is employees' beliefs about the extent to which the organization values their contributions and cares about their well-being (Krishnan & Mary, 2012; Robbin and Judge, 2007; Eisenberger, 2002). Employees who feel supported tend to be more committed and responsible to the organization (Wayne, 1997).

### **3. Definition of Supervision**

Supervision is the process of ensuring that organizational activities go according to plan and achieve predetermined goals (Terry, 2005; Fahmi, 2014; LAN in Satriadi, 2016). Supervision includes observation, monitoring, and evaluation of activities to prevent deviations (Siagian, 2004).

#### 4. Definition of Motivation

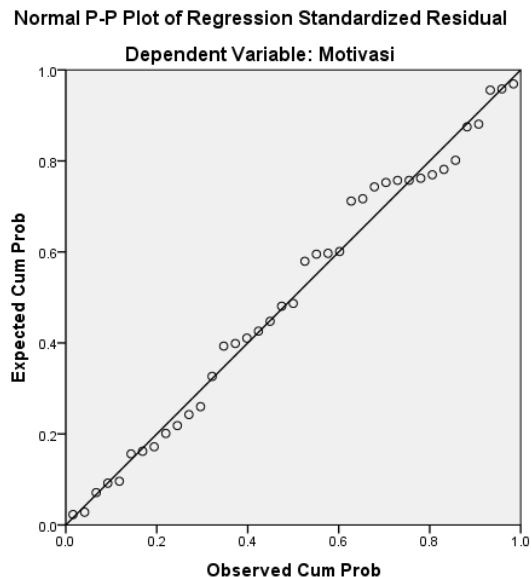
According to Sutrisno (2016), motivation is a result of a person's interaction with certain situations he faces. For this reason, there are differences in the strength of motivation shown by a person in facing the same situation. In fact, a person will show certain encouragement in dealing with different situations and at different times.

## METHODS

The approach in this study uses associative quantitative, which is research that is more based on data that can be calculated to produce an assessment (Sugiyono, 2014). Associative research is research to test the relationship / influence of the independent variable on the dependent variable. In this study, the independent variable X1 is perceived organizational support, X2 is supervision, Z is motivation and the dependent variable Y is performance.

## RESULTS

### Normality Test



## Multicollinearity Test

Table 1. Multicollinearity Test Results Sub Model I  
Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	11.464	3.390		3.382	.002		
Perceived Organizational Support	.361	.103	.501	3.492	.001	.965	1.037
Pengawasan	.211	.100	.302	2.105	.042	.965	1.037

a. Dependent Variable: Motivation

Source: Primary Data Processed, 2024

Table 20. Hasil Uji Multicolinieritas Sub Model II

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

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	11.292	1.598		7.064	.000		
Perceived Organizational Support	.176	.049	.582	3.571	.001	.721	1.388
Pengawasan	.112	.044	.382	2.559	.015	.859	1.164
Motivasi	.227	.068	.543	3.318	.002	.715	1.399

a. Dependent Variable: Performance

Source: Primary Data Processed, 2024

### Path Analysis of Direct Effect

To calculate the direct effect or DE, the following formula is used :

1. The effect of Perceived Organizational Support variables on performance  $X1 \rightarrow Z = 0,582$
2. The effect of supervision variables on performance  $X2 \rightarrow Z = 0,382$

### Indirect Effect Path Analysis (IDE)

To calculate the indirect effect or IDE, the following formula is used :

1. The effect of Perceived Organizational Support variable on performance  
 $X_1 \rightarrow Z \rightarrow Y = (0,501 \times 0,543) = 0,854$
2. The effect of supervision variables on performance  $X_2 \rightarrow Z \rightarrow Y =$   
 $(0,302 \times 0,543) = 0,164$

### **Path Analysis Total Effect**

Based on the explanation above, a path diagram can be drawn on

1. The effect of Perceived Organizational Support variables on performance  
 $X_1 \rightarrow Z \rightarrow Y = (0,582 + 0,272) = 0,854$
2. The effect of supervision variables on performance  $X_2 \rightarrow Z \rightarrow Y = (0,382 + 0,164) =$   
 $0,546$

## **DISCUSSION**

### **Effect of Perceived Organizational Support on Motivation**

The Perceived Organizational Support variable has a positive and significant effect on Motivation at the Regional Financial and Asset Management Agency of Labuhanbatu Regency. The Perceived Organizational Support variable has a regression coefficient value of 0.361, indicating that if Perceived Organizational Support increases by 100%, it will increase Motivation by 36.1%.

Based on the results of testing the first hypothesis, it is known that Perceived Organizational Support has a significant influence on the Motivation of the Regional Financial and Asset Management Agency of Labuhanbatu Regency. This is supported by research conducted by Delvin Alexasander Gunawan, Siti Mujanah, and Murgiyanto (2018) with the title Influence of Interpersonal Relations, Work Environment and Perceived Organization Support on Work Motivation and Employee Performance at PT. Mitra Surya Persada, Julio, Shylvana Cynthia Dewi, Endo Wijaya Kartika (2013) with the title Analysis of the Effect of Leader-Member Exchange, Perceived Organizational Support on Employee Job Satisfaction with Work Motivation as a Mediator Variable at Tarakan Plaza Hotel, and Mohammad Asif Fahmi (2021) with the title The Effect of Self Efficacy and Perceived Organizational Support on Employee Performance Through Motivation which states that Perceived Organizational Support has an influence on Motivation.

### **Effect of Supervision on Motivation**

The Supervision variable has a positive and significant effect on Motivation at the Labuhanbatu Regency Regional Financial and Asset Management Agency. The Supervision variable has a regression coefficient value of 0.211, indicating that if Supervision increases by 100%, it will increase Motivation by 21.1%.

Based on the results of testing the first hypothesis, it is known that Supervision has a significant influence on the Motivation of the Regional Financial and Asset Management Agency of Labuhanbatu Regency. This is supported by research

conducted by Lolasari Novelly Hutabarat (2019) with the title The Effect of Supervision, Organizational Culture and Remuneration on Employee Work Motivation, Rahayu Mardikaningsih and Samsul Arifin (2022) with the title Empirical Study of Work Supervision, Work Experience, and Work Ability and Their Effect on Employee Achievement Motivation, and Rani Kurniasari and Novita Rosdiana (2023) with the title The Effect of Leadership Style and Supervision on Employee Work Motivation which states that Supervision has an influence on Motivation.

### **Effect of Perceived Organizational Support on Performance**

The Perceived Organizational Support variable has a positive and significant effect on performance at the Regional Financial and Asset Management Agency of Labuhanbatu Regency. The Perceived Organizational Support variable has a regression coefficient value of 0.176, indicating that if Perceived Organizational Support increases by 100%, it will increase performance by 17.6%.

Based on the results of testing the first hypothesis, it is known that Perceived Organizational Support has a significant influence on the Performance of the Regional Financial and Asset Management Agency of Labuhanbatu Regency. This is supported by research conducted by Sri Langgeng Ratnasari, Septi Wulandari, Moch Aminudin Hadi (2022) with the title The Effect of Perceived Organizational Support, Human Relations, Competence, and Work Discipline on Employee Performance, Ni Putu Ariska Dewi and I Made Artha Wibawa (2023) with the title The Effect of Perceived Organizational Support on Employee Performance with Employee Engagement as a Mediating Variable, and Andi Amirah Shaleha Junaedi, Syahrir A. The effect of Perceived Organizational Support on Employee Performance. Pasinringi, Sangkala (2021) with the title The Effect of Perceived Organizational Support on Doctor Performance Through Work Engagement at Class B Regional General Hospitals in Makassar City which states that Perceived Organizational Support has an influence on Performance.

### **Effect of Supervision on Performance**

The Supervision variable has a positive and significant effect on performance at the Labuhanbatu Regency Regional Financial and Asset Management Agency. The Supervision variable has a regression coefficient value of 0.112, indicating that if supervision increases by 100%, it will increase performance by 11.2%.

Based on the results of testing the first hypothesis, it is known that Supervision has a significant effect on the Performance of the Labuhanbatu Regency Regional Financial and Asset Management Agency. This is supported by research conducted by Renita Kushartiningsih and Ikhsan Budi Riharjo (2021) with the title The Effect of Accountability, Transparency and Supervision on Public Service Performance, Ahmad Rivai (2021) with the title The Effect of Supervision, Discipline and Motivation on Teacher Performance, and Dwiki Ramdani, Darmawaty Abd. Razak, and Sandi Prahara (2022) with the title The Effect of Supervision on the Performance of Aviation Security Employees at Djalaluddin Gorontalo Airport which states that Supervision has an

influence on Performance.

### **Effect of Motivation on Performance**

The Motivation variable has a positive and significant effect on performance at the Labuhanbatu Regency Regional Financial and Asset Management Agency. The Motivation variable has a regression coefficient value of 0.227, indicating that if motivation increases by 100%, it will increase performance by 22.7%.

Based on the results of testing the first hypothesis, it is known that Motivation has a significant influence on the Performance of the Regional Financial and Asset Management Agency of Labuhanbatu Regency. This is supported by research conducted by Koirul Rofi (2021) with the title The Effect of Motivation, Incentives, and Training on Employee Performance at Pt. Az-Zahra Cakrawala Nusantara Malang, Tatan Sutanjar, Oyon Saryono (2019) with the title The Effect of Motivation, Leadership and Employee Discipline on Employee Performance, and Nurmin Arianto and Hadi Kurniawan (2020) with the title The Effect of Motivation and Work Environment on Employee Performance which states that Motivation has an influence on Performance.

### **Effect of Perceived Organizational Support on Performance through Motivation**

Based on the results of the sobel test calculation, it is known that the test statistic value is  $2.417 > 1.96$  with a significance of  $0.015 < 0.05$ , it can be concluded that the Motivation variable is able to mediate the relationship between the effect of Perceived Organizational Support on Performance. Thus it can be said that Perceived Organizational Support has a greater influence in improving performance if done through motivation.

### **The Effect of Supervision on Performance through Motivation**

Based on the results of the sobel test calculation, it is known that the test statistic value is  $1.983 > 1.96$  with a significance of  $0.044 < 0.05$ , it can be concluded that the Motivation variable is able to mediate the relationship between the influence of Supervision on Performance. Thus it can be said that Supervision has a greater influence in improving Performance if done through Motivation.

## **CONCLUSION**

Based on the results of research and discussion conducted by researchers regarding the effect of situational leadership, and supervision on employee performance at the South Rantau sub-district office through motivation as an intervening variable, the following conclusions can be drawn:

1. perceived organizational support affects motivation at the regional financial and asset management agency of labuhanbatu regency.

2. supervision affects motivation in the financial and asset management agency of the labuhanbatu regency.
3. perceived organizational support affects performance at the regional financial and asset management agency of labuhanbatu regency.
4. supervision affects performance at the financial and asset management agency of the labuhanbatu regency.
5. motivation affects performance at the financial and asset management agency of the labuhanbatu regency.
6. perceived organizational support affects performance at the financial and asset management agency of the labuhanbatu regency through motivation as an intervening variable.
7. supervision affects performance at the financial and asset management agency of the labuhanbatu regency through motivation as an intervening variable.

## **LIMITATION**

This research can also be used as a reference for further research on perceived organizational, motivation, supervision and employee performance and supporting theories of HR and the limitations of this research..

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