

The Influence of Perceived Organizational Support and Rewards on Employee Satisfaction With Employee Performance as a Mediation Variable at Bhayangkara Hospital

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Abstract

Studies on Organizational Support particularly in the sectors of Bhayangkara Padang Hospitals have gained attention for both academics and practitioners. This study aims to investigate the impact of employee performance as mediation in support of the organization and respect for employee satisfaction. The sampling technique used in this research is purposive sampling where the number of samples used is 80 people. Respondents. The results of studies have shown that the perceived organizational support has a positive effect on employee satisfaction, rewards positive effect on satisfaction, performance negatively affect satisfaction and performance mediates between perceived organizational support negative effect on employee satisfaction

Keywords: perceived organizational support; reward; employee satisfaction; employee performance

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Background

One of the sectors engaged in the field of services is hospitals which have an obligation to carry out health healing efforts by prioritizing healing carried out in an integrated manner by hospital organizations in the ability to prevent disease and healing efforts according to the Decree of the Minister of Health of the Republic of Indonesia No. 983/Men.Kes/SK/XI/1992. Not only as a place to accommodate patients who are sick, but hospitals are also required to pay attention to the use of services which in this aspect of satisfaction assessment are patients. In the past, hospitals were seen as social enterprises, which until now have begun to shift into social enterprises in the economy.

Support provided with in the organization Bhayangkara Hospital on Employees who work can help employees to achieve the goals they want. (Baliartati, 2016) said that organizations that have high performance and expectations will be noted and appreciated which can have a

positive impact or result on job satisfaction, and where organizational support produces a feeling of obligation towards employees in helping the organization to achieve its goals and increase organizational commitment.

Employee performance can be raised by giving rewards so that later it will generate good employee performance in the future. According to Employees will be motivated in an effort to (Santi et al., 2020) provide high performance if given an award. Appreciation could be thing for payment inside employees performance and also to improve levels employee productivity in achieve a competitive advantage. Company can receive feedback on performance productivity employee company give attention the magnitude of there is employee.

Performance management information give trust hospital owner to assessment of activities and performance that has been given to run hospital resources is an assessment for hospital owners, and later able to be reference or guidelines for community in entrusted process for

health healing. Within the organization in hospital, for parties who have an interest in the hospital, and there are many benefits for evaluating hospital performance, need calculate it off exists change employees towards work that will later result in stress, and this becomes organizational effort for improve employee performance that can be done by the hospital. Conditions which obtained from within and from the environment and a state in which a person experiences tension because of a condition that affects him it's called stress.

Bhayangkara Hospital are having trouble creating a service that has affordable value by general public, quality as well as the performance of employees who will serve swiftly when there are patients who are going for treatment or are in an emergency. This is an phenomena on who are at the hospital. The appreciation of the rewards given lead to employees when individuals do something that can benefit the organization, and when individuals do work outside office hours where the organization lacks response or appreciation for individual performance is a problem happened in Bhayangkara Hospital. So that cause individual feels dissatisfaction when working with the organization.

Literature Review

Employee Satisfaction

Employee satisfaction is an individual thing. There is things that are not the same as the value system that applies to individuals because it has satisfaction level different ones owned by each individual. Employee satisfaction is an attitude that has a positive value which concerns the healthy adjustment of employees to working conditions and situations (Lisdiani, 2017).

Employee satisfaction reflects the attitude of the workforce towards their work. Employee satisfaction is assessed from aspect that job seen from the likes and dislikes of labor (Priyono et al., 2021). Employee satisfaction is employees perceptions of the goodness of their jobs on

important thing (Khaidir & Sugiati, 2016). In general there is three dimension on employee satisfaction. First, attitudes that have a relationship represent satisfaction. Second, it determines value did well that went beyond expectations. Third, Employee satisfaction is an emotional assessment of work situations.

Organizational Support

(Baliartati, 2016) says that the extent to which employees perceptions of the organization appreciate their contributions and care about brand welfare where there is a reference to organizational support. Employees will integrate membership as members of the organization into their self-identity and then develop a positive influence and perception of the organization if the employee receives organizational support. (Baliartati, 2017) employees consider that organizational support is a concern from the company towards him. (Fatdina, 2015) says that commitment to the organization towards employees is seen as organizational support. On organization if there is parties who value employee loyalty and dedication as a form of employee commitment to the organization, then these employees will also pay attention to how committed they are to the organization. There is a norm of reciprocity that causes organizations and employees to pay attention to each other's goals that are under the influence of the work. rewards given by the organization are considered to provide benefits for employees, such as salary, feelings of acceptance and recognition, promotion, getting access to information, and form of assistance that employees need to be able to carry out their work effectively.

Rewards

Appreciation is an advantage that arises from carrying out tasks, taking responsibility and carrying out services. (Anon, 1997) states that appreciation can be in the form of money, attention and praise or a combination of both.

Provide remuneration for the work of employees so as to encourage employees to work more actively and potentially is the result of a company that seeks to provide rewards. There are several companies that give rewards to employees because their long service and dedication can be used as role models for other employees.

Employee Performance

Performance is a condition that must be informed to certain parties in order to determine the level of achievement in the results of an organization which must be connected with the vision managed by an organization and know the positive and negative impacts taken by an operational policy. Performance interpreted as a contribution to the final results of the organization in relation to the resources spent and measured by qualitative and quantitative indicators. Instruments were developed to assess employees perceptions of their own performance in relation to items such as meeting deadlines, achieving organizational goals, output, use of working hours and sick leave (Halisa et al., 2021).

Measurement of work needs to be done in order to be able to know the performance of a person or organization. Performance measurement is a process in measure and record the achievement of the implementation of activities on direction of achieving the mission (mission accomplishment) through the results displayed in the form of services or a process and product stout. Measuring employee performance will be useful for: (1) as an assessment material for management whether they have worked well (2) encouraging people to behave positively or correcting their actions that are below performance standards and (3) providing a solid basis for policy making for organizational enhancement. Defines the variable components of performance measurement into 3 major groups, namely: (1) related to the ability to cooperate with other employees (2) related to the characteristics

of the quality of employee work and (3) related to the quantity of employee work.

Organizational support is individual support received from the organization, in terms of organizational support that is needed by employees is work standards, technology, equipment and training. Organizational support is measured by providing training, good career paths, equipment that supports work and good cooperation between individuals. H1: Prepared Organizational Support has a positive effect on employee satisfaction

Rewards have a positive effect on employee performance, which means that salary, bonuses, attention are tools used by managers to motivate employees with the aim of making performance effective and efficient. H2: Rewards have a positive effect on employee satisfaction.

Whenever the support provided by the organization to employees is useful for their welfare, the employees will feel satisfied with the organization. H3: Performance has a positive effect on employee satisfaction

Rewarding based on performance can have a positive impact on job satisfaction for employees, employee behavior, have a positive impact on organizational capabilities, be able to achieve the goals that have been designed and retain more employees who are able to work with high achievements. H4: Performance mediates between perceived organizational support having a negative effect on employee satisfaction.

Methods

On this study the sample under study is all administrative Employees Bhayangkara Hospital of Padang, totaling 80 people. Population is the region of generalization that it comprised from object nor subjects who have certain qualities and characteristics determined by researchers to be studied and then drawn conclusions.

The type of data used in this study is primary data. Primary data is data that the researchers themselves searched for when the

researchers were in the field, namely administrative employees of Bhayangkara Hospital. The question naire in this study was used as a tool in digging data which used for collect primary data, namely data that is directly sought by the researcher himself during field research which contains questions related to the research being carried out.

In this study the data collection method was obtained by distributing questionnaires. In conducting research, the data collected will be used to solve existing problems, so that the data must be truly reliable and accurate. The data used in the study were obtained through the questionnaire method, namely data collection techniques carried out by giving questionnaires or questions or written statements to respondents.

Results

Population in this research is all members or employees of Bhayangkara Padang Hospital. The sample in this study were 80 members of the Padang Bhayangkara Hospital administration employee.

Table 1. Respondent Profile

No.	Demographics	Category	Amount	Percentage
1	Gender	Man	33	41.2
		Woman	47	58.8
	Total		80	100.0
2	Age	17 - 27 years	4	5.0
		28 - 38 years	11	13.8
		39 - 49 years	26	32.5
		50 - 60 years	3	28.7
		> 60 years	16	20.0
Total		80	100.0	
3	Last Education	High school	6	7.5
		Diploma	34	42.5
		Bachelor	37	46.2
		Master	3	3.8
		Total		80
4	Length of Work	<5 years	7	8.8
		5 - 10 years	5	18.8
		11 - 16 years	33	41.2
		>16 years	25	31.2
Total		80	100.0	

Based on the table above shows the data that the total number of respondents was 80

people, the number of male respondents was 33 people with a percentage of 41.2% and women were 47 people with a percentage of 58.8%. For age, there were 4 respondents aged 17-27 years with a percentage of 5%, aged over 60 years were 16 people with a percentage of 20.0%. On the last education, respondents with the last high school education were 6 people with a percentage of 7.5%, the last Diploma education was 34 people with a percentage 42.5%, the last education S1 was 37 people with a percentage 46.2% and for masters education were 3 people with a percentage of 3.8%. For length of service, respondents who worked under 5 years were 7 people with a percentage of 8.8%, respondents who worked from 5-10 years were 15 people with a percentage of 18.8%, respondents who worked 11-16 years were 33 people with a percentage 41.2% and respondents who worked more than 16 years were 25 people with a percentage of 31.2%.

Table 2. Convergent Validity Test Results Perceived Organizational Support

Variable	Items	Outer loading	CA	CR	AVE
Perceived Organizational Support	POS1	0,922	0,954	0,965	0,846
	POS2	0,956			
	POS3	0,932			
	POS4	0,925			
	POS5	0,861			

There is value of Cronbach Alpha (CA) 0.954, Composite Reliability (CR) 0.965 greater than 0.7 and Average Variance Extracted (AVE) of 0.846 greater than 0.5, so can concluded if all items used in measuring the variable Perceived Organizational Support is a statement item reliable and valid so can continue to be used into further data processing stages.

Table 3. Rewards

Variable	Items	Outer loading	CA	CR	AVE
Rewards	R1	0,859	0.951	0.959	0.744
	R2	0,845			
	R3	0,852			
	R4	0,861			
	R5	0,847			
	R6	0,908			
	R7	0,879			
	R8	0,851			

There is a Cronbach Alpha (CA) value of 0.951, Composite Reliability (CR) 0.959 greater than 0.7 and Average Variance Extracted (AVE) of 0.744 greater than 0.5, so can concluded if all items used to measure the award variable are statement items reliable and valid so that it can continue to be used into further data processing stages.

Table 4. Employee Satisfaction

Variable	Items	Outer loading	CA	CR	AVE
Employee Satisfaction	ES1	0,939	0,936	0,954	0,840
	ES2	0,901			
	ES3	0,930			
	ES4	0,894			

There is value of Cronbach Alpha (CA) 0.936, Composite Reliability (CR) 0.954 greater than 0.7 and Average Variance Extracted (AVE) of 0.840 greater than 0.5, so can concluded if all items used to measure Employee Satisfaction variables are statement items reliable and valid so that it can continue to be used in further data processing stages.

Table 5. Employee Performance

Variable	Items	Outer loading	CA	CR	AVE
Employee Performance	EP1	0,849	0,965	0,969	0,739
	EP10	0,831			
	EP11	0,825			
	EP2	0,835			
	EP3	0,903			
	EP4	0,914			
	EP5	0,890			
	EP6	0,857			
	EP7	0,871			
	EP8	0,825			
EP9	0,849				

There is value of Cronbach Alpha (CA) 0.965, Composite Reliability (CR) 0.969 greater than 0.7 and Average Variance Extracted (AVE) of 0.739 greater than 0.5 thus it can be concluded that besides being valid the statement items used to measure Employee Performance variables are also reliable research instruments.

Table 6. Fornell-Larcker Discriminant Validity Test Results

	POS	ES	EP	R
POS	0,920			
Employee Satisfaction	0,632	0,916		
Employee Performance	0,473	0,441	0,860	
Rewards	0,670	0,614	0,806	0,863

There is the coefficient value is above 0.920 so that it can be concluded that the model is acceptable or fit so that the stages of data processing are further.

Discussion

Important aspects that need to be considered for the continuity and progress of Bhayangkara Padang Hospital in the future by looking at employee satisfaction in working in the organization. This research is done a in to see the effect of employee satisfaction with the aim of achieving employee satisfaction. On test results obtained if perceived organizational support have positive effect on employee satisfaction, rewards have a positive effect on employee satisfaction, performance has a negative effect on employee satisfaction and performance mediate between organizational support which is perceived to have a negative effect on employee satisfaction.

On study next preferably the object of research is a regional government-owned hospital type A and or a private hospital. Study next can add other variables like trust, loyalty and others. Statistical test tool used in study next it is better to use AMOS SEM with a relatively large number of samples so that this research can be generalized.

And for research next it is recommended that the number of samples is relatively large.

Table 7. Hypothesis Test Results

Connection	Path Coefficient	t-Statistic	P-value	Decision
POS-EP	-0,121	1,338	0,182	H1 rejected
R-EP	0,887	13,700	0,000	H2 accepted
POS-ES	0,390	3,377	0,001	H3 accepted
R-ES	0,418	2,645	0,008	H4 accepted
EP-ES	-0,080	0,570	0,569	H5 rejected
POS-EP-ES	0,010	0,433	0,666	H6 rejected
R-EP-ES	-0,071	0,566	0,572	H7 rejected

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