

THE EFFECT OF ORGANIZATIONAL SUPPORT AND COMPETENCY ON EMPLOYEE PERFORMANCE IN PT. ANDALAN MANDIRI BUSANA BOYOLALI

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ABSTRACT

This study aimed to determine the effect of organizational support and competence on employee performance. The population used is all employees who work at PT. Andalan Mandiri Busana Boyolali with a total of 1018 people, while the number of samples used was 287 respondents, with the sampling technique using simple random sampling. The data source used is primary data, with the data collection method using a questionnaire. The data analysis technique used is multiple linear regression analysis. The results of hypothesis testing show that organizational support has a positive and significant effect on employee performance, and competence has a positive and significant effect on employee performance. The coefficient of determination is 0.511, meaning that organizational support and competence can explain variations in employee performance variables by 51.1 percent, so it still needs to be followed up with further research, especially related to employee performance.

Keywords: Organizational Support, Competence, Employee Performance

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INTRODUCTION

The garment industry in Semarang City shows rapid development. This can be seen from Semarang One Data which shows that in 2019, the number of garment industries was 40 companies, in 2020 there were 42 companies, and in 2021 it increased again to 52 companies (www.data.semarangkota.go.id). The development of an increasing number of garment industries in the city of Semarang has resulted in an increasing level of competition. Every company is required to have high competitiveness in order to be successful in running its business. One of the determinants of a company's success is the availability of Human Resources (HR) to carry out all company activities (Prianka & Trisnawati, 2022).

The company's activities will run well, and smoothly, and continue with the presence of qualified and competent human resources who work agile and more optimally, have high loyalty to the company, and will ultimately be able to increase work performance and the level of progress of the company (Irmayanti et al., 2020).

Employee performance is the result of work in quality and quantity that an employee achieves in carrying out his duties according to the responsibilities given to him (Mangkunegara, 2017). Employee performance appraisal is very useful for the dynamics of the company's growth as a whole because, through this assessment, the actual conditions regarding employee performance can be known (Karlinda et al., 2022). In a company, the high or low level of employee performance can be influenced by several factors, and these

factors include organizational support (Arifin & Darmawan, 2022), as well as other factors that influence competence (Hajjali et al., 2021).

Organizational support is the degree to which employees believe the organization values their contributions and cares about their well-being (Robbins & Judge, 2018). This is in line with the research by Diah & Nugraheni (2021), Irianti & Bernarto (2021), Ningrum & Agung (2021), Arifin & Darmawan (2022), and Karlinda et al., (2022) which found that organizational support has a significant positive effect on employee performance, however, this is different from the research of Tombokan et al., (2019), and Fitriani et al., (2022) who found organizational support to have a positive but not significant effect on employee performance.

The next factor that can affect employee performance is employee competence. Competence is the ability of individuals to carry out a job properly and have advantages based on matters relating to knowledge, skills, and attitudes (Edison et al., 2018). Employees who have competence in accordance with work demands will usually find it easier to improve their performance. This can provide a strong incentive for employees to carry out the tasks that have been given more effectively and efficiently. Research by Anjani (2019), Dwiyantri et al., (2019), Irmayanti et al., (2020), Syahputra & Tanjung (2020), and Hajjali et al., (2021) found that competency has a significant positive effect on employee performance, however, it is different from the research results of Rosmaini & Tanjung (2019) and Prianka & Trisnawati (2022) who found that competency has a positive but not significant effect on employee performance.

There are still differences in research gaps from previous studies, of course, making academic reasons that research is still needed on the influence of organizational support and employee competence on employee performance at PT. Andalan Mandiri Busana Boyolali.

The company wants each of its employees to be able to use available resources effectively so that they can increase optimal work results and increase efficiency with high results. However, improving employee performance is not an easy thing because there are still obstacles that exist both from within and from outside the company. The existence of these obstacles has an impact on the company's production efficiency level which has not been able to meet the targets given by the company's leadership

This shows the phenomenon of performance problems at PT. Andalan Mandiri Busana Boyolali. This shows the performance of employees of PT. Andalan Mandiri Busana Boyolali is still not optimal, so it needs to be improved so that their performance increases and they are able to achieve the targets expected by each leader. This problem can occur because the organization's support for its employees is still not optimal because employees feel that their contribution has not been fully appreciated by the company. This problem also occurs from the still not optimal competence possessed by the company's employees.

Based on this description, it indicates that there are inconsistent results as seen from research gaps or differences in research results regarding organizational support and competency on employee performance which are shown from significant positive results that are different from positive results but not significant. Therefore, researchers try to conduct research on the effect of organizational support and competence on employee performance by applying it to PT. Andalan Mandiri Clothing is a research object, so the title of this research is "the influence of organizational support and competence on employee performance at PT. Andalan Mandiri Busana Boyolali".

LITERATURE REVIEW

The Effect of Organizational Support on Employee Performance

Organizational support as organizational support can be shown from the organization's concern for appreciating employee contributions, paying attention to welfare levels, listening

to complaints, paying attention to life, and considering the goals to be achieved so as to bring up employee perceptions in the company. The existence of positive organizational support will be able to create a comfortable and conducive work situation that it will make performance better. Employees who feel the support of the company will be more responsible for the company so that it will have an impact on increased employee performance.

The research results of Diah & Nugraheni (2021), Irianti & Bernarto (2021) Ningrum & Agung (2021) suggest that higher organizational support will have a positive effect on improving employee performance. This is reinforced by the research results of Arifin & Darmawan (2022) and Karlinda et al., (2022) which state that organizational support will improve employee performance. Based on this description, the hypothesis proposed is:

H1: Organizational support has a positive and significant effect on employee performance.

The Effect of Competence on Employee Performance

Competence is an individual's ability to carry out work seen from the characteristics of knowledge, understanding, skills, behavior, values, and attitudes of an employee in order to be able to carry out the work for which he is responsible effectively and efficiently so as to produce performance and achievements. Competent employees usually have relatively stable character attitudes and behaviors or willingness and ability to work so that they are able to do a good job, are responsible, and want to improve their quality. This provides a strong incentive for employees to carry out the tasks that have been given efficiently and effectively. In the end, all of this will improve employee performance both related to work factors and personal characteristics.

The results of research conducted by Anjani (2019), Dwiyantri et al., (2019), and Irmayanti et al., (2020) suggest that the higher competence possessed by employees at work will have a positive impact on increasing employee performance. This is reinforced by the results of research conducted by Syahputra & Tanjung (2020), and Hajjali et al., (2021) which state that competency has a positive and significant effect on employee performance. Based on this description, the hypothesis proposed is:

H2: Competence has a positive and significant effect on employee performance.

Based on this description, it shows that there is a relationship or influence between organizational support and competence on employee performance so that a research framework can be developed as shown in Figure 1.

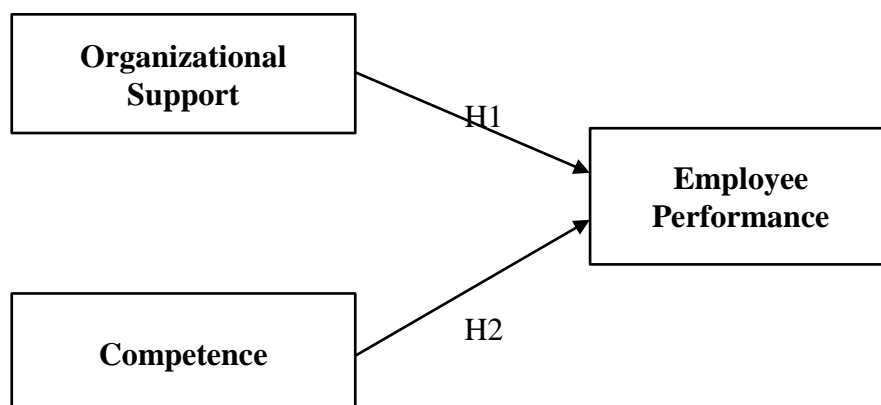


Figure 1. Research Framework

RESEARCH METHODS

Population and Sample

The population in this study are all employees of PT. Andalan Mandiri Busana Boyolali with a total of 1018 people. The sample in the study was determined by the Slovin Formula, obtained from 287 respondents

The sampling technique in this study was simple random sampling, said to be simple because the taking of sample members from the population was carried out without regard to the strata in that population (Sugiyono, 2019). The names of the population in this study are known, namely employees of PT. Mainstay of Mandiri Busana Boyolali, therefore the first sample determination will be carried out by lottery and randomly selected, and once collected, questionnaires will be distributed via Google form.

Variables and Measurement

Organizational support is positive support provided by the organization, indicated by the existence of organizational concern in appreciating employee contributions, paying attention to welfare levels, listening to complaints, paying attention to life, and considering the goals to be achieved so as to raise the perception of employees in the company. The indicators used include Fairness, superior support, appreciation, and working conditions (Rhoades & Eisenberger, cite by Syakilla, 2019).

Competence is an individual's ability to carry out work as seen from the characteristics of knowledge, understanding, abilities, values, and attitudes of an employee so that he can carry out the work for which he is responsible effectively and efficiently so as to produce performance and achievements. The indicators used to measure competency are knowledge, understanding, abilities, values, and attitudes (Sutrisno, 2019).

Work performance or work results achieved by an employee both in terms of quality and quantity of work standards, targets or goals or criteria related to the tasks and responsibilities given, and carried out within a certain period of time so that it can help the company to achieve them. the goals that have been set have been planned. Research indicators consist of work quality, work quantity, timeliness, effectiveness, independence, and work commitment (Robbin & Judge, 2018).

Data Analysis

The data used are primary data obtained from respondents' responses using a questionnaire. Data analysis used multiple linear regressions with the SPSS version 24.

RESULT AND DISCUSSION

Result

The validity test (Table 1) showed that all of the variable indicators used had a value of r count that was greater than r table (r count $>$ 0.374), so all indicators of each research variable could be said to be valid. This means that the indicators in the questionnaire can measure the variables used in the research. Reliability test results obtained that all variables have Cronbach values alpha in Table 2 greater than 0.70. It can be said that all measuring concepts for each variable are reliable (Ghozali, 2016).

Table 3 from the results of the normality test with the Kolmogorov-Smirnov obtained a significant value seen from the Asymp Sig. (2-tailed) is 0.157. The resulting significant value is greater than $\alpha = 0.05$, namely $0.157 > 0.05$. These results can be concluded if the distribution of data in the resulting regression model is normally distributed so that the linear regression model meets the assumption of normality.

Table 4 shows that from the multicollinearity results, it was obtained that each organizational support and competence variable had a tolerance value greater than 0.10, and a VIF value less than 10. These results indicate that in the resulting regression model, there is no correlation between the independent variables, meaning that The resulting linear regression model is free from multicollinearity symptoms.

Table 6 shows if the results of the analysis show that the coefficient of determination seen in the R Square column is 0.511. This means that the organizational support and competency variables can explain variations in employee performance variables of 51.1%, while the remaining 48.9% can be explained by other variables outside the model or those not examined. Table 6 shows that from the results of the F statistical test, a significance value of 0.000 was obtained, and the significance value was smaller than 0.05. These results can be concluded if the resulting linear regression model is fit and significant so that the resulting linear regression model is feasible to use.

Based on the results of hypothesis testing through t-statistical tests in Table 6, it can be explained the influence of organizational support and competence on employee performance. The t value of the organizational support variable is 8.060 with a significance value of 0.000. These results show that the calculated t value is greater than the t table value, namely $8.060 > 1.650$, and the significance value is less than 0.05, namely $0.000 < 0.05$. From these results it can be concluded that the first hypothesis which states that organizational support has a positive and significant effect on employee performance is statistically acceptable. The calculated t-value of the competency variable is 9.611 with a significance value of 0.000. These results indicate that the calculated t value is greater than the t table value, namely $9.611 > 1.650$, and the significance value is less than 0.05, namely $0.000 < 0.05$. From these results it can be concluded that the second hypothesis which states that competence has a positive and significant effect on employee performance is statistically acceptable.

Table 1. Validity Test Results

Variables	Indicators	r-count	r-table	Information
Organizational Support	1. Justice	0.739	0.374	Valid
	2. Superiors support	0.502	0.374	Valid
	3. Award	0.876	0.374	Valid
	4. Working conditions	0.844	0.374	Valid
Competency	1. Knowledge	0.745	0.374	Valid
	2. Understanding	0.891	0.374	Valid
	3. Ability	0.869	0.374	Valid
	4. Mark	0.645	0.374	Valid
	5. Attitude	0.745	0.374	Valid
Employee Performance	1. Work quality	0.725	0.374	Valid
	2. Working quantity	0.740	0.374	Valid
	3. Punctuality	0.633	0.374	Valid
	4. Effectiveness	0.746	0.374	Valid
	5. independence	0.817	0.374	Valid
	6. work commitment	0.604	0.374	Valid

Table 2. Reliability Test Results

Variables	Cronbach's Alpha	Cut-off	Information
Organizational Support	0.740	0.70	Reliable
Competence	0.821	0.70	Reliable
Employee performance	0.792	0.70	Reliable

Table 3. The Normality Test Results

		Unstandardized Residual
N		287
Normal Parameters ^{a,b}	Mean	0.0000000
	Std. Deviation	1.75640799
Most Extreme Differences	Absolute	0.106
	Positive	0.106
	Negative	-0.084
Test Statistic		0.106
Asymp. Sig. (2-tailed)		0.157 ^c

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Table 4. Multicollinearity Test Results

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Organizational Support	0.769	1.300
Competence	0.769	1.300

a. Dependent Variable: Employee Performance

Table 5. Heteroscedasticity Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	std. Error	Beta		
	1 (Constant)	1,330	0.749		
Organizational Support	-0.047	0.040	-0.079	-1.167	0.244
Competence	0.033	0.037	0.059	.873	0.384

a. Dependent Variable: Abs_Regression

Table 6. Hypothesis Test Results

Influence	t-value	t-table	p-value	Decision
Organizational Support → Employee Performance	8.060	1.650	0.000	H1 Accepted
Competency → Employee Performance	9.611	1.650	0.000	H2 Accepted
R-Square	0.515			
F-Sig.	0.000			

Discussion

Organizational support given to company employees can be one of the factors that have an important role in being able to improve the performance produced by employees of PT. Mainstay of Mandiri Clothing Boyolali. These results indicate that the support from management which is getting bigger for all its employees, both in the form of moral and material support, will improve the performance of employees in the company. This is because, with this support, employees feel more valued by management, besides that organizational support will provide good feedback to employees, so that employees feel they have an obligation to provide the best work results. Organizational support can be one of the factors that can support the success of the company because the support provided by the company makes employees more committed to working better by increasing optimal performance. These results also show that better organizational support as measured by indicators of fairness, superior support, appreciation, and working conditions can be considered by employees in assessing the level of organizational support provided by the company. The results of the variable description analysis show that most of the employees of PT. Mainstay Mandiri Busana Boyolali, who was the sample, gave an affirmative response to the statements put forward. This shows if the support provided by management has been optimized so that it has a positive and significant impact on increasing employee performance. These results have supported the results of research by Diah & Nugraheni (2021), Irianti & Bernarto (2021), Ningrum & Agung (2021), Arifin & Darmawan (2022), and Karlinda et al., (2022) which state that organizational support has a positive effect on significant to employee performance.

Competence owned by every employee is a factor that plays a very important role in improving the performance of employees in the company. These results indicate that the high or low performance or work achievements produced by employees can be determined from the level of competency possessed by these employees through the knowledge and understanding possessed, the abilities or skills possessed, and the values and interests possessed by employees in the company. Employees who have high competence tend to have good work skills to carry out work assignments and have the skills to complete each job based on work targets provided by the company. This can provide enthusiasm for work within the employee to keep moving forward in carrying out work that can improve performance within the company. Therefore, it is very important to improve the competence of its employees, which directly has an impact on improving the performance of its employees.

These results also show that the better competence as measured by indicators of knowledge, understanding, abilities, values, and attitudes can be considered in assessing the level of competency possessed by employees. The results of the analysis of the description of the variables show that most of the employees who are the sample give a response that agrees with the statements put forward. This shows that the competency of employees to complete the work given is high, so that it can have a positive and significant impact on improving employee performance in the company. These results have supported the results of research by Anjani (2019), Dwiyantri et al., (2019), Irmayanti et al., (2020), Syahputra & Tanjung (2020), and Hajiali et al., (2021) which state that competence influences positive and significant impact on employee performance.

CONCLUSION AND RECOMMENDATION

Conclusion

Organizational support has a positive and significant effect on employee performance, this means that the higher the support provided by the company, both material and non-material support to all employees, the performance produced by employees at PT. Andalan Mandiri Busana Boyolali will continue to increase.

Competence has a positive and significant effect on employee performance. This means that the higher the competency possessed by employees to complete assigned work tasks, the performance produced by employees of PT. Andalan Mandiri Busana Boyolali will continue to increase.

Managerial Implications

PT. Andalan Mandiri Busana Boyolali must be able to increase support for its employees, especially with regard to rewards and working conditions which still receive many disapproving responses from employees. This can be done by selecting the best employees and giving awards to employees who have the best achievements every month, giving both material and non-material awards to the best employees, creating a sense of security and comfort for employees while working, forming discussion groups to share ideas. and interesting experiences among employees, providing space for rest or relaxation for employees.

PT. Andalan Mandiri Busana Boyolali must be able to improve the competencies of its employees, especially with regard to knowledge and understanding which still receive disapproving responses from its employees. This can be done by holding training or seminars for all employees, conducting cross-training for employees, having to provide supporting facilities to increase knowledge and understanding, and requiring employees to take advantage of currently developing information technology systems.

Limitation and Recommendation

The research limitations contained in this study are the scope of the research which only takes one company. Although these limitations do not reduce the validity of the paper, it is hoped that future studies will expand the scope of the scope by taking studies on multinational companies. It is hoped that the results of the study can be used as a comparison with the findings of this study.

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