

The Effect of *Perceived Organizational Support* and *Normative Commitment* on *Employee Performance* in Moderation by *Self Awareness*

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Abstract

This research is about the Effect of *Perceived Organizational and Normative Commitment* against *Employee Performance* Moderated by *Self Awareness* which was conducted at UTA 45 Jakarta. The total population studied in this study were all employees of UTA 45 Jakarta. The method of taking this sample is by using purposive sampling by randomly distributing it to all employees. The research was conducted to determine how the influence of perceived organizational and normative commitment and moderating self awareness able to strengthen or weaken the influence organizational perceivers on employee performance and self awareness was able to strengthen or weaken the influence of normative commitment on employee performance through several stages, the first stage was taken from the literature. , descriptive statistics and collection of researched objects.tools software (PLS). Based on the objectives of the results to be achieved by the researchers as follows; organizational perceiver has no effect on employee performance, normative commitment has no effect on employee performance, self awareness has a significant effect on employee performance, moderated self awareness can weaken the influence organizational perceiver on employee performance, moderated self awareness can weaken the influence of normative commitment on employee performance.

Keywords

employee performance; self awareness; perceiver organizational; normative commitment



I. Introduction

Human resources are one of the most important factors to determine the progress of an organization, besides that human resources are also an important element in an organization.

According to (Afandi 2018) Performance is the result of work that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals illegally, not violating the law and not contrary to morals and ethics.

According to (Mawahdah 2019) *Perceived organizational support* is organizational support that is assessed globally by employees regarding the extent to which the organization values contributions, pays attention to welfare, hears complaints, pays attention to life and considers the goals to be achieved and can be trusted to treat employees fairly which is formed based on employees' experience with policies and procedures organization, interaction with the organization and assessment of the organization's concern for the welfare of its employees.

Awareness or self-awareness is insight into or insight into the reasons for one's own behavior or also referred to as self-understanding, self-awareness can also be referred to as an important raw material for can know about the behavior and also the clarity of one's understanding in this case self-awareness the starting point for personal development.

Human Resources (HR) is the most important component in a company or organization to run the business it does. Organization must have a goal to be achieved by the organizational members (Niati et al., 2021). Development is a change towards improvement. Changes towards improvement require the mobilization of all human resources and reason to realize what is aspired (Shah et al, 2020). The development of human resources is a process of changing the human resources who belong to an organization, from one situation to another, which is better to prepare a future responsibility in achieving organizational goals (Werdhiastutie et al, 2020).

Employees play an important role in all activities that occur at UTA 45 Jakarta, both operational and managerial activities. The company moves through employees who perform tasks in accordance with their respective job desk. The results of the attendance data obtained from the *Human Resource Development show* that there are still some employees who don't come on time. This can cause employee performance to decline.

Table 1. Attendance

NO	MONTH	H	S	C	TM	TOTAL
1	JANUARY	561			787	1348
2	FEBRUARY					
3	MARCH	805	1		809	1615
4	APRIL	988	1	4	761	1754
5	MAY	981	2		762	1745
6	JUNE	901		14	586	1501
7	JULY	697			1025	1722
8	AUGUST	730	2	7	857	1596
9	SEPTEMBER	1062			830	1892
10	OCTOBER	1892				1892
11	NOV	1094		16	738	1848
12	DECEMBER	777	2		481	1260

Source HRD 2022

From the attendance table above, it can be explained that the ups and downs of an attendance are some things that are not reasonable so that it can result in decreased employee performance.

1.1 Problem Formulation

- Does *perceived organizational support* affect employee performance?
- Does *normative commitment* affect employee performance?
- Does *self awareness* affect employee performance?
- moderation *self awareness* able to strengthen or weaken the effect of *perceived organizational support* on employee performance?
- moderation *self-awareness* able to strengthen or weaken the influence of *normative commitment* on employee performance?

1.2 The purpose of the study

- a. effect of *perceived organizational support* performance
- b. To *normative* on effect *commitment* performance
- c. determine the *employee* of performance

II. Review of Literature

2.1 Employee Performance

According to (Mangkunegara 2017) the term performance comes from the word job performance or actual performance (work achievement or actual achievement achieved by someone). The definition of performance is the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

2.2 Self Awareness

Self -*awareness* according to (Meri Mustika 2018) is the ability to recognize and sort out feelings in ourselves, understand what we are feeling and the relationship between our behavior and others.

2.3 Perceived Organizational Support

(Mawaddah 2019) *perceived organizational support* is organizational support that is assessed globally by employees regarding the extent to which the organization values contributions, pays attention to welfare, listens to complaints, pays attention to life and considers the goals to be achieved and can be trusted to treat employees fairly. formed based on employees' experiences with organizational policies and procedures, interactions with the organization and assessments of the organization's concern for the welfare of its employees. The indicators *perceived organizational support* in this study are as follows; *Fairness, supervisor, support, rewards and working conditions.*

2.4 Normative Commitment

According to (Islamy 2016) *normative commitment* generally arises from the self-values of employees who persist as members of the company because there is an awareness that being committed to the company is a must or obligation. These employees only stay in the company because they feel they should do that.

a. The Effect of *Perceived Organizational Support* Employee Performance

Support from an organization will be able to strengthen performance in a team, the more support and support that employees get, the more employees will be able to improve employee performance as the results of research conducted by (Dunggio 2020) the better the culture will be able to improve employee performance. Thus the first hypothesis in this study is the effect of *perceived organizational support* has a significant effect on employee performance.

b. Influence *Normative Commitment* Employee Performance

According to (Muhyi 2021) Commitment is a strong belief that employees have in accepting the goals and values of the organization, are willing to do their best on behalf of the organization and have a strong desire to remain in the organization commitment in an organization as a condition in which an employee sided with a particular organization and its goals and intends to maintain membership in that organization. Thus the second

hypothesis in this study *normative commitment* has a significant effect on employee performance.

c. The Effect *Self Awareness* Employee Performance

According to (Meri Mustika 2018) *Self-awareness* is the ability to recognize and sort out feelings in ourselves, understand what we are feeling and the relationship between our behavior towards others in awareness for school discipline and in the surrounding environment, in this case self-awareness is related to forming a disciplined attitude in employees. Thus the third hypothesis in this study is that self awareness has a significant effect on employee performance.

d. Moderation *Self Awareness* on the Effect of *Perceived Organizational Support* Employee Performance

Self-awareness is the basis for the growth of emotional intelligence behavior where self-awareness refers to the ability to read one's own emotions and recognize their impact to guide decisions including career decisions, so it is important for individuals to have accurate self-assessment by knowing their own strengths and limitations in this case will be able to make it easier for the company to be able to support according to the needs of the workers. Thus the fourth hypothesis in this study moderation of *self awareness is able* to strengthen the effect of *perceived organizational support* on employee performance.

e. Moderation of *Self Awareness* on the Effect of *Normative Commitment* Employee

Performance Performance is the result of work both in quality and quantity that has been achieved by employees, namely in carrying out their duties in accordance with the responsibilities of each job desk given by the organization, and the results of their work in accordance with the work expected by the organization. The fifth hypothesis in this study is that self-awareness can strengthen the influence of *normative commitment* on employee performance.

III. Research Method

3.1 Research Location

The location of this research was conducted at UTA 45 Jakarta. This study uses a casual quantitative research design. The subjects of this research are UTA 45 Jakarta employees who have been employees at UTA 45 Jakarta.

3.2 Population and Sample

The total population in this study were employees of UTA 45 Jakarta. The sample is a small part of the population that is taken based on a certain procedure so that this part can represent the population.

Based on the population above, the sample in this study was obtained through a random sampling technique, namely by being randomly distributed so that a sample of 55 respondents could be generated.

3.3 Operational Variable

a. Perceiver *Organizational Support*

Perceiver Organizational Support is the degree to which employees believe the organization values their contributions and cares about their well-being. Unless management does not support employees *Perceived organizational Support* in this study

according to (Mawahdah 2019) fairness (attention to employees, income, motivation), supervisor support (opportunities for further advancement, career development, helping each other, mutual support) , rewards and working conditions (care, promotion, prosperity).

b. Normative commitment

Normative commitment shows the attitude of employees who continue to carry out work and remain in the organization on the basis of *normative*. The indicators *normative commitment* in this study (Muhyi 2021) are mutual trust, dedication, a better career, trust in the value of being loyal, other jobs are not always as expected, loyalty, moral obligation, not moving, not changing jobs often, loyal to the organization,

c. Self Awareness

Self awareness is how to be able to connect a person with his personal feelings, thoughts, and actions so that it helps a person get a clearer perception of what he wants to achieve in life and therefore can work at his level of competence. The indicators of self *awareness* in this study are recognizing feelings, own behavior, recognizing weaknesses, recognizing strengths, being independent in work, independent for yourself, problems faced, skilled in expressing thoughts, skilled in expressing feelings and able to evaluate yourself.

d. Employee

Performance Performance is the result of work that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals illegally, not violating the law and not contrary to morals and ethics. Performance indicators according to (Lusri and Siagian 2017) work results (completing work carefully, paying attention to work quality, meeting targets, completing work on time), accuracy, level of initiative (anticipating problems that may occur, making alternative solutions) mental agility (understanding directions) , able to adapt) and time discipline (present regularly, come on time)

3.4 Data Collection Methods

Data collection techniques in carrying out this research through interviews, questionnaires and observations.

3.5 Analysis and Discussion

This study used a casual quantitative design and the subjects in this study were employees of UTA 45 Jakarta. The object of this research is *perceived organizational, normative commitment* to employee performance moderated by *self awareness*.

IV. Results and Discussion

4.1 Measurement Model

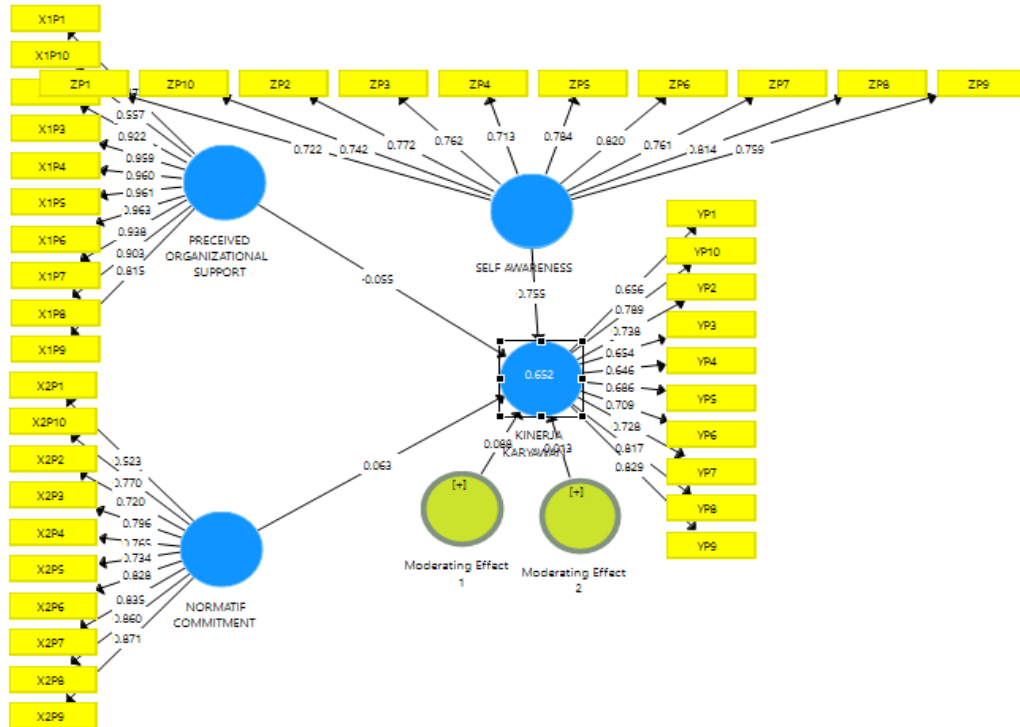


Figure 1. Data Validity Processed 2022

Table 2. Reliability Test

Description	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
<i>Perceived Organizational Support</i>	0.970	0.975	0.789
<i>Normative Commitment</i>	0.924	0.937	0.602
<i>Self Awareness</i>	0.921	0.934	0.586
Employee Performance	0.900	0.907	0.530

4.2 Inner Model Testing

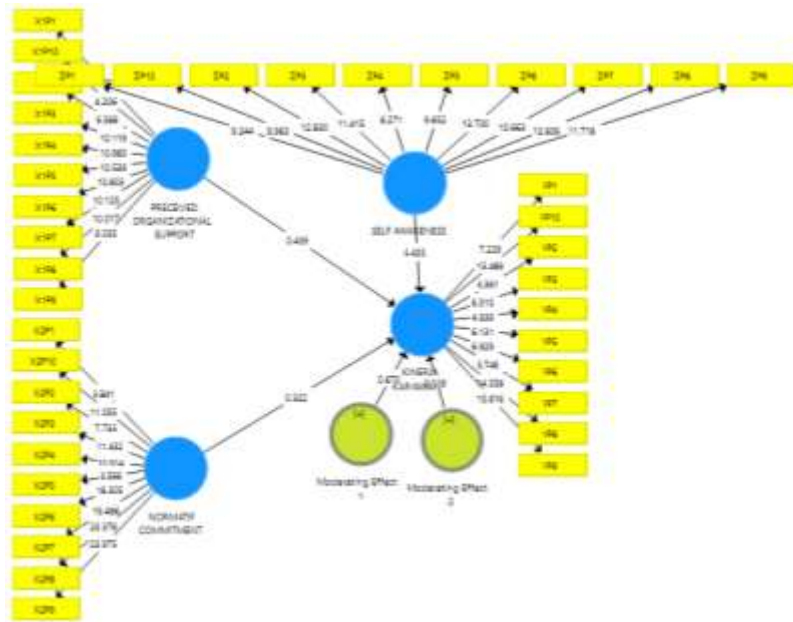


Figure 2. Path Coefficient

Description	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
PERCEIVED ORGANIZATIONAL SUPPORT-> EMPLOYEE PERFORMANCE	-0.055	-0.062	0.125	0.439	0.661
NORMATIVE COMMITMENT-> EMPLOYEE PERFORMANCE	0.063	0.084	0.195	0.322	0.748
SELF AWARENESS -> EMPLOYEE PERFORMANCE	0.755	0.755	0.170	4.435	0.000
Moderating Effect 1 -> EMPLOYEE PERFORMANCE	0.088	0.081	0.132	0.670	0.503
Moderating Effect 2 -> EMPLOYEE PERFORMANCE	0.013	0.018	0.113	Thesis	Hypothesis

Data Processed by 2022

First

The Effect of Perceived Organizational Support Employee Performance

The *path coefficient* from the processing results above produces the following values: original sample = -0.055, T statistic = -0.062 and v value = 0.661. This proves that *perceived organizational support* has no effect on employee performance. It can be concluded that the first hypothesis is rejected.

Second Hypothesis

The *path coefficient* from the processing results above produces the following values: original sample = 0.063, T statistic = 0.322 and v value = 0.748. This proves that *normative commitment* has no effect on employee performance. It can be concluded that the second hypothesis is rejected.

Third Hypothesis

The *path coefficient* from the processing results above produces the following values: original sample = 0.755, T statistic = 0.755 and v value = 0.000. This proves that *self awareness* has a significant effect on employee performance. It can be concluded that the third hypothesis is accepted.

Fourth Hypothesis

The *path coefficient* from the processing results above produces the following values: original sample = 0.088, T statistic = 0.081 and v value = 0.503. This proves that *self-awareness is able* to weaken the effect of *perceived organizational support* on employee performance. It can be concluded that the fourth hypothesis is rejected.

Fifth Hypothesis

The *path coefficient* from the processing results above produces the following values: original sample = 0.013, T statistic = 0.018 and v value = 0.905. This proves that *self-awareness is able* to weaken the influence of *normative commitment* on employee performance. Thus, it can be concluded that the fifth hypothesis is rejected.

4.3 Coefficient of Determination

Table 4. R square

Description	R Square
Employee Performance	0.652

Based on the results of the above data processing, it can be seen that the value of the employee performance variable (Y) = 0.652. This implies that the effect of *perceived organizational support* (X1) and *normative commitment* (X2) on employee performance is 65.2% while the remaining 34.8% is influenced by other variables outside of this research.

V. Conclusion

- The results of testing the first hypothesis found evidence that perceived organizational support had no effect on employee performance
- The results of testing the second hypothesis found evidence that normative commitment had no effect on employee performance
- The results of testing the third hypothesis found evidence that self awareness had a significant effect on employee performance
- The results of testing the fourth hypothesis showed the results that self-awareness moderation is able to weaken the effect of perceived organizational support on employee performance
- The fifth hypothesis test results show that self-awareness moderation is able to weaken the influence of normative commitment on employee performance

Suggestions

- To be able to continue to improve togetherness so that each other can establish better relationships in an organization.
- To be able to continuously evaluate and find out how the desires and needs of both the company and employees are.
- To be able to continue to improve everything that can hinder the work of.

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