

## ORGANIZATIONAL DYNAMIC : THE ROLE OF PERCEIVED SUPPORT, EMPLOYEE ENGAGEMENT, COMMITMENT AND PROFESSIONALISM ON PERFORMANCE

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**Abstract:** *This study aims to analyze the effect of perceived organizational support, employee engagement, organizational commitment and professionalism on the performance of Banyumas Health Office employees. The population in this study were all employees of the Banyumas Health Office, totaling 145 employees. The sampling technique used a non-probability sampling method with data collection using purposive sampling with the criteria that employees do not have a leadership position and must have worked at the institution for at least one year. therefore Data were collected through a questionnaire containing Likert scale questions with values from 1 to 5. SmartPLS 3.2.9 was used to analyze the data that had been collected. The results showed that the perceived organizational support variable had an insignificant effect on employee performance, employee engagement had an insignificant effect on employee performance, organizational commitment had no effect on employee performance, and professionalism had a positive and significant effect on employee performance.*

**Keywords:** *Perceived Organizational Support, Employee Engagement, Organizational Commitment, Performance*

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### 1. Introduction

Public sector organizations are part of the country's economic system that aims to realize public welfare. Services to the community are the main focus or purpose of public sector organizations (Negara & Febrianti, 2019). One of the public sectors that has an important role in providing services to the community is health services, namely the Dinas Kesehatan Banyumas. Thus, service to the community through the performance of health department employees has a very important role. Increased employee performance is the main hope in achieving organizational goals and has a positive impact on achieving optimal results. According to Othman & Mahmood (2019) says "performance defined as an accomplishment or an achievement at the workplace" means that employee performance is an achievement or achievement at work. Performance is defined as following a plan and achieving the desired end result. Therefore, employees need essential skills, set achievable goals, and receive constructive feedback to evaluate their performance. Accomplishing these goals significantly impacts employee behavior and overall performance within the organization (Purnamasari, 2019).

The research uses the goal-setting theory proposed by Locke (1968) as the grand theory, where this theory describes the connection between established goals and the subsequent performance is crucial. The fundamental idea of goal-setting theory posits that employees who

understand goals (what the organization expects of them) will shape their work behavior accordingly (Tewal et al., 2017). Concept of goal setting in service to the community through the performance of Dinas Kesehatan employees has a very important role. Improved employee performance supported by factors such as organizational support, employee engagement, organizational commitment, and a high level of professionalism can provide optimal and quality service. Organizational support is an employee's belief in the extent to which the organization's readiness to appreciate the efforts made by employees in meeting organizational demands (Nabila & Ratnawati, 2020). Employee engagement is an individual employee's feeling of purpose and focus of energy, which appears as enthusiasm, initiative, effort, and persistence that lead to organizational goals (Othman & Mahmood, 2019). according to Darmawan et al. (2021) employees with strong organizational commitment are likely to be highly motivated to be present in the organization and actively strive to accomplish its goals, and a high level of professionalism is an attitude that has a consistent, firm and disciplined attitude, so it can be said that this indicates the professionalism of employees is very good where this plays an important role in improving performance (Julindrastuti & Karyadi, 2021).

According to Rasyid & Ikhrum (2022) the factor that impacts employee performance is perceived organizational support (POS). POS is about all employee perceptions of the organization which is characterized from positive employee attitudes concerning the degree to which the organization appreciates the contributions of its employees and demonstrates a genuine concern for employee welfare (Neysyah et al., 2023). Based on research conducted by Umihasanti & Frianto (2022), Ratnasari et al. (2022) and Efendi et al. (2022) stated that POS has a positively and significantly effect on employee performance. nevertheless, there are differences with the outcome of research conducted by Pratiwi et al. (2022) and Diana & Frianto (2021) stated that POS has a not significantly effect on employee performance.

Toruan & Saragih (2022) stated that another factor that effects performance is employee engagement. It can be defined employee engagement represents a quality in the interaction between an organization and its employees. In simpler terms, it signifies the intellectual and emotional connection that employees have with the organization (Ahmed et al., 2020). Based on study undertaken by Cahyandani (2021), Savitri et al. (2023) and The et al. (2023) stated employee engagement has a positively and significantly effect on employee performance. nevertheless, there are differences with the outcome of research conducted by Deta et al. (2023) and (Latifah & Nasution (2023) state that employee engagement has no significantly impact on employee performance.

Organizational commitment has an effect on employee performance (Astuti, 2022). Commitment can be defined as the personal resolve to uphold and fulfill promises or agreements made to others, or an organization. hopefully, each employee will carry out their work diligently, be responsible for the successful completion of the assignments and responsibilities given (Nabhan & Munajat, 2023). Based on study undertaken by Putri et al. (2023), Manihuruk (2023) and Simatupang et al. (2022) stated that organizational commitment has a positively and significantly effect on employee performance. nevertheless, there are differences with the outcome of research conducted by Wafi & Nufriasari (2023), Hendri & Kirana (2021) and Sutarsa (2022) which states that organizational commitment has a insignificant effect on employee performance.

According to Amin (2022) professionalism is a factor that impact employee performance. Professionalism is an expertise possession of knowledge and skills. An individual occupying a specific position or role is expected to demonstrate a high level of professionalism to ensure the efficient execution of their duties (Julindrastuti & Karyadi, 2021). Based on study undertaken by

Rahmat et al. (2022), Maksum et al. (2022) and Venayanti et al. (2023) indicated that employee engagement positively and significantly influences employee performance. However, there are differences with the outcome of research conducted by Ultasia & Putri Andini (2022) and Wijayanti et al. (2022) which states that professionalism does not show a significantly impact on employee performance.

The aim of this research was to examine how POS, employee engagement, organizational commitment and professionalism influence performance within the Dinas Kesehatan Banyumas. Based on the described background above, the following are the hyphotesis :

H1 : POS has a positively and significantly effect on employee performance.

H2 : Employee engagement has a positively and significanty effect on employee performance.

H3 : Organizational commitment has an positively and significantly effect on employee Performance.

H4 : professionalism has a positively and significantly effect on employee performance.

## 2. Research Method

Type of research is quantitative research. The participant in this study included all 145 employees at the Dinas Kesehatan Banyumas. A non-probability purposive sampling technique was used to select the sample, with the criteria that participants could not be in leadership roles and must have worked at the organization for a minimum of one year. The required sample size of 106 was calculated using the slovin formula. Data was gathered through the use of questionnaires containing Likert scale questions ranked from 1 to 5. SmartPLS 3.2.9 software was utilized to analyze the collected data.

In this study, performance serves as the dependent variable. In this study are POS, employee engagement, organizational commitment, and professionalism as the independent variables. The following are the variable indicators used in this study :

Tabel 1.  
Indicator of variable

No	Variabel	Definisi	Indikator
1.	Performance (Y)	The definition of performance is often interpreted as performance, work results or work achievements. Performance encompasses a broader significance, not solely confined to the outcome of work but also extending to the manner in which the work process unfolds.	1. Quality, 2. Quantity, 3. Knowledge, 4. Time. (Noviardy & Aliya, 2020)
2.	Perceived Organizational Support (X1)	Organizational support is an employee's belief in the extent to which the organization's readiness to appreciate the efforts made by employees in meeting Organizational demands.	1. Organizational appreciation of employee contribution, 2. Recognition of employee effort, 3. Organizational attention to employee grievances,

		4. Concern for welfare, 5. Reprimand if not doing a good job, 6. Concern for employee satisfaction, 7. Attention to employees, 8. Pride in employee succes at work. (Arisandi & Mujanah, 2023)
3. Employee Engagement (X2)	employee engagement is an individual employee's feeling of purpose and focus of energy, which appears as enthusiasm, initiative, effort, and determination that leads to organizational goals.	1. Vigor, 2. Dedication, 3. Absorption. (Umihasanti & Frianto, 2022)
4. Organizational Commitment (X3)	Oganizational commitment is the involvement of a person who is relatively influential on the organization and is ready to work hard to achieve organizational goals.	1. Affective commitment, 2. Continuance commitment, 3. Normative commitment. (Noviardy & Aliya, 2020)
5. Professionalism (X4)	A high level of professionalism is an action that has a consistent, firm and disciplined attitude, so it can be said that this shows the professionalism of employees is very good where this plays an essential role in improving performance.	1. Dedication, 2. Social obligation, 3. Belief in selfgulation, 4. Profesional community affiliation. (Julindrastuti & Karyadi, 2021)

### 3. Results and Discussion

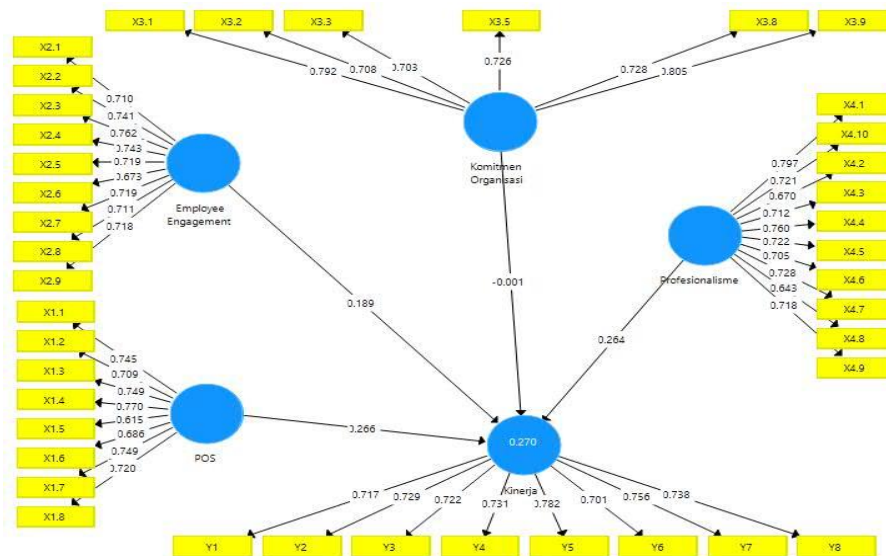
#### 3.1. Results

Partial Least Square (PLS)

Based on calculation with SmartPLS 3.2.9 software the following values are obtained :

##### a. Convergence Test Validity

In this convergence validity test, the researcher performed a two-round assessment. A reflexive measure is considered high if it exhibits a correlation exceeding 0.70 with the measurable construction. nevertheless, according to Chin, 1998 in (Ghozali, 2021) for beginning phase research from in the context of a scale measurement, a loading value of 0.5 to 0.6 is considered sufficient. However, In this study, a loading factor limit of 0.60 will be used. So that the value below 0.06 is corrected by removing the statement item from the model. Can be seen in the picture of the results of the outer loadings test that have been corrected.



From the picture above, there are several statement items that have been removed. Then all statement items have passed the 0.60 value limit and it can be concluded that the statement items of each variable is declared valid (Ghozali, 2021).

The results of the smartPLS analysis show an R<sup>2</sup> value of 0.241 which indicates that the variables of perceived organizational support, employee engagement, organizational commitment and professionalism affect performance by 24.1%.

#### b. Discriminant Validity

Discriminant validity testing involves assessing the extent of differentiation referring to distinctions between attributes that the instrument should not measure and the underlying theoretical concept of the variable. Discriminant validity is considered valid if the Average Variance Extracted (AVE) value exceeds 0.50 (Ghozali, 2021).

Table 2.

Discriminant Validity Test Variable	
Variable	Average Variance Extracted (AVE)
POS (X1)	0,518
Employee Engagement (X2)	0,521
Organizational Comitment (X3)	0,555
Profesionalism (X4)	0,517
Performance (Y)	0,540

#### c. Composite Reability Test

A composite reliability test is performed to evaluate the reliability of research variables. This test is deemed reliable if the composite value is reliable exceeds 0.70 (Ghozali, 2021).

Table 3.  
Composite Reability Test

Variable	Composite Reliability
POS (X1)	0,895
Employee Engagement (X2)	0,907
Organizational Comitment (X3)	0,882
Profesionalism (X4)	0,914
Performance (Y)	0,904

Given the data presented in the table above, the composite reliability value for each variable is greater than 0.70, so all variables are declared reliable.

d. Structural Model Analysis

Structural model analysis involves examining the path coefficient results and their significance levels. Variables are considered to have a significant influence if they exhibit a t-statistics value  $\geq 1.96$  and a p values value  $\leq 0.05$ . The outcomes of the path coefficient significance test for each variable are presented in the table bellow.

Table 4.  
Path Coefficient

Korelasi Antar Variabel	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
POS => Performance	0,266	0,243	0,157	1,697	0,090
Employee Engagement => Performance	0,189	0,208	0,127	1,485	0,138
Organizational Commitment => Performance	-0,001	0,037	0,138	0,005	0,996
Profesionalism => Performance	0,264	0,279	0,071	3,737	0,000

The outcome of the analysis reveal the presence of variables showing that there are variables that have positively and negatively directions seen from the original sample value which shows positively and negatively values. The level of significance can be seen from the t-statistics value and p values in table 4. The coefficient value of the effect of POS on performance can be seen from the t-statistics with a value of  $1.697 \leq 1.96$  and a p value of  $0.090 \geq 0.05$ , it is concluded that perceived organizational support has an insignificantly effect on performance. Then, the coefficient value of the effect of employee engagement on performance with a t-statistics value of  $1.485 \leq 1.96$  and a p value of  $0.138 \geq 0.05$ , it is concluded that employee engagement has an insignificantly effect on performance. The coefficient value of the effect of organizational commitment on performance with a t-

statistics value of  $0.005 \leq 1.96$  and a p value of 0.996, it is concluded that organizational commitment has no effect on performance. While the coefficient value of professionalism with t-statistics value  $3.737 \geq 1.96$  and p values  $0.000 \leq 0.05$ , it can be concluded that professionalism has a significantly effect on performance.

### **3.2. Discussion**

#### **a. The effect of Perceived Organizational Support (POS) on Performance**

Based on the research results, it shows that perceptions have an insignificantly effect on the performance of dinas kesehatan banyumas. This can be caused by each employee having different characters, expectations and responses to the organizational support that has been provided. Therefore, the impact felt by each health department employee is different. The results of this study are not in line with research conducted by Umihastanti & Frianto (2022), Ratnasari et al. (2022), and Efendi et al. (2022) which states that perceptions of organizational support have a positively and significantly effect on employee performance. However, the results of this study are supported by research conducted by Pratiwi et al. (2022) and Diana & Frianto (2021) which state that perceived organizational support has an insignificant effect on employee performance.

#### **b. The effect of Employee Engagement on Performance**

From the results, it states that employee engagement has an insignificantly effect on the performance of dinas kesehatan banyumas. This can be seen from the results of the employee performance questionnaire where the work will still be carried out by employees in accordance with the work standards set by the company. This means that whether or not the employee engagement variable increases has absolutely no effect on the employee performance variable. The results of this study are not in line with research conducted by Cahyandani (2021), Savitri et al. (2023) and (The et al. (2023) state that Employee Engagement has a positively and significantly effect on employee performance. But the results of this study are supported by research conducted by Deta et al. (2023) and Latifah & Nasution (2023) state that Employee Engagement does not show a significantly impact on employee performance.

#### **c. The effect of Organizational Commitment on Performance**

The results showed that organizational commitment had no effect on the performance of dinas kesehatan banyumas. This means that the organizational commitment variable does not play a role in the performance variable. Based on the data obtained, it is known that most of the respondents rated the organizational commitment score in the medium to high category but did not provide significant results. There are several causes that are likely to cause insignificant results. For example, most employees consider that it is an obligation that they should do so that there is no direct relationship with their performance. The results of this study are not in line with research conducted by Putri et al. (2023), Manihuruk, (2023), and Simatupang et al., (2022) which state that organizational commitment has a positively and significantly effect on employee performance. However, the results of this study are supported by Wafi & Nufriasari (2023), Hendri & Kirana (2021), and Sutarsa (2022) which state that organizational commitment has no effect on employee performance.

#### **d. The effect of Professionalism on Performance**

The results state that professionalism has a positive and significant effect on employee performance of dinas kesehatan banyumas. This means that employees who show professionalism tend to have better performance because they are reliable and

organized. The results of this study are in line with research conducted by Rahmat et al. (2022), Maksum et al. (2022), Hariyanto et al. (2023) and Venayanti et al. (2023) state that professionalism has a positively and significantly effect on employee performance.

#### **4. Conclusion and Suggestion**

##### **1) Conclusion**

From the described analysis results, then it can be concluded that the variable perception of organizational support has an insignificantly effect on employee performance, employee engagement has an insignificantly effect on employee performance, organizational commitment has no effect on employee performance and professionalism has a positive and significantly effect on employee performance. The results of the study explain that employees of the Dinas Kesehatan Banyumas in service to the community through employee performance have a very important role. Improved employee performance is the main hope in achieving organizational goals and has a positive impact on achieving optimal results in serving the community.

##### **2) Suggestion**

This research focuses on the Dinas Kesehatan Banyumas as a government agency. As a suggestion for future research, it is recommended to conduct similar research in other agencies. This is proposed to gain a more comprehensive understanding of the factors that influence performance in various organizational contexts. Sampling from other agencies can generate a broader and deeper comparison, and contribute to the generalization of research findings to a more general context.

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