

# Mediating Effect of Work Commitment in The Relationship Between Supervisor Support and Job Performance of Higher Education Employees (Case Study in West Sumatera Public & Private Universities)

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## ABSTRACT:

The study investigates influence support a supervisor toward the performance of the job staff in college public and private west sumatera that is mediated by working satisfaction and commitment work .This research using the survey data collection .The population research is all staff at West Sumatera Public & Private Universities in west sumatra .This research using age sample collection to technique proportional random sampling of samples from 364 the staff .This study found a direct impact positive and signikan between a a supervisor toward satisfaction work , commitment of work and the performance of the job. In this research also found a positive influence significant at the role of media satisfaction of work and commitment between a superior work on performance work on staff college public and private west sumatera

**Keywords:** Superior support, job satisfaction, work commitment, job performance.

## INTRODUCTION

Face in the global competition , the organization forced to work more efficient and effective. Playing more stringent cause organization must be able to increase competitiveness in order keep survival organization. Human resources is capital determine competitive advantage and success to achieve an objective company. To achieve this aim took the will , ability and an employee good works tasks and responsibilities , and therefore the work done can consistent with the objectives of organization. In managing human resources

will often problems arise , as the performance of work decline. High performance on those is expected by the intansi. The more employees or lecturer had a high , and productivity intansi overall will rise so that agencies will weather global competition and in the industry 4.0 revolution

Job performance at West Sumatera Public & Private Universities is largely determined by the support of superiors in the agency, because the more often superiors provide support and motivation to lecturers, then the performance of lecturers it will be better for the future. The role

of supervisor in this case might be the rector or the highest leader in the West Sumatera Public & Private Universities is needed by the lecturer in doing their work. There are negative factors that can reduce performance including the decline in the desire of lecturers or employees to achieve work performance, the lack of timeliness in completing work so as not to obey the rules. The influence that comes from the surrounding work environment, co-workers who also decline in enthusiasm and the absence of examples that will be used as a reference in achieving good performance. All of that is the reason for the decline in work performance. Factors that can be used to improve performance include boss support, job satisfaction, work commitment and work motivation.

The supervisor support is the person who is most prominent and directly related to the individual's work, because it is most likely to represent organizational culture or climate (Kozlowski and Doherty, in Zaigham, 2010). Job satisfaction according to Robbins and Judge (2008) is a positive feeling about someone's work which is the result of evaluating their characteristics. Organizational commitment can be interpreted as a value that forms a determination in the individual to be more involved and loyal to the organization. Mathis and Jackson (2010) state that organizational commitment is the level of trust and acceptance of employees towards the goals of the organization and has a desire to remain in the organization which is finally reflected in the attendance statistics or the attendance list of employees and employee turnover. Furthermore, other factors that can affect performance are work motivation. According to Azwar (2005), motivation is stimulation, encouragement or power generation owned by a person or group of people who are willing to act and cooperate optimally in carrying out something that has been planned to achieve the goals set.

### **The performance**

Performance is basically what employees do or do not do, employee performance also affects how much they contribute to the organization which includes the amount of output, the quality of output, work attendance and cooperative attitude. Gordon in (Suharno Pawirosumarto, 2017). Mangkunegara (2007) in Bayu (2018) Performance is the achievement or ability achieved by someone in carrying out their duties in accordance with established work standards and to achieve goals in an organization.

Employee performance can be measured by several indicators, according to Suwondo and Sutanto (2015) consisting of:

1. Accuracy in completing work
2. The level of initiative at work
3. Mental dexterity
4. Discipline of time and absenteeism.

### **Supervisor Support**

According to Likert (in Jin-Liang and Hai-Zhen, 2012) Superiors' support is considered to be an important factor in influencing employee work results. The form of support provided by superiors can improve employee performance by ensuring that employees understand company goals and encourage employees who have difficulty achieving goals rather than turning to penalties. To measure superiors' support the following indicators are used:

1. Bosses are willing to provide assistance when I have a problem.
2. Bosses pay attention to my opinion.
3. The boss supports or defends me at work.
4. Bosses usually give awards for ideas that I contribute.

**Job satisfaction**

Job satisfaction according to Robbins and Judge (2008) is a positive feeling about one's work that is the result of evaluating its characteristics. Mathis and Jackson (2006) say that Job Satisfaction is a positive emotional state that is the result of evaluating one's work experience. Dissatisfaction arises when one's expectations are not met. There are several factors that affect employee job satisfaction, which are as follows (Robbins, 2002): Work that is mentally challenging, Appropriate rewards, supporting working conditions, Supporting work colleagues. There are five determinants of job satisfaction (Gibson, 2009), namely:

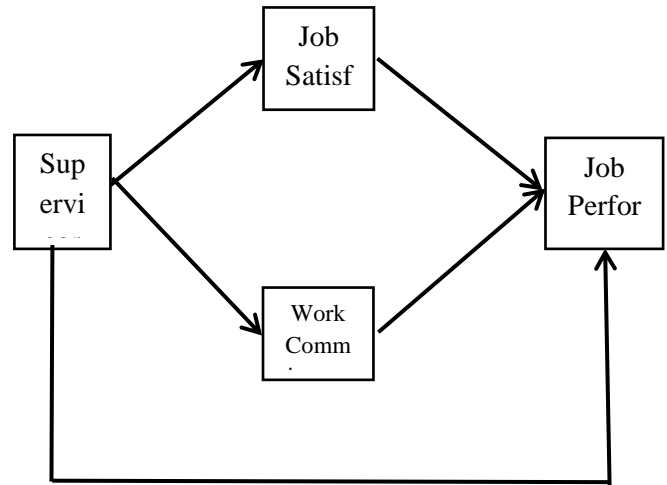
1. Job itself
2. Salary
3. Opportunity or promotion
4. Supervisor
5. Co-workers

**Work Commitment**

Mathis and Jackson (2010) state that organizational commitment is the level of trust and acceptance of employees towards the goals of the organization and has a desire to remain in the organization which is finally reflected in the attendance statistics or the attendance list of employees and employee turnover. Robbins and Judge (2011) define organizational commitment as a situation where an employee takes sides and cares about the organization and its goals and desires to maintain membership in the organization. In line with that, Lee and Reade (2018) also mentioned that organizational commitment is the attitude of employees towards the organization that leads to special feelings towards the organization.

1. Affective commitment

2. Continuance commitment
3. Normative commitment



**Figure 1.** Theoretical Framework

**Research Hypothesis**

1. Support from supervisor has a significant effect on job performance of West Sumatera Public & Private Universities lecturers in West Sumatra.
2. Job satisfaction has a significant effect on job satisfaction of West Sumatera Public & Private Universities lecturers in West Sumatra.
3. Work commitment has a significant effect on work commitment of West Sumatera Public & Private Universities lecturers in West Sumatra.
4. Support from supervisor has a significant effect on job satisfaction of West Sumatera Public & Private Universities lecturers in West Sumatra.
5. Support from supervisor has a significant effect on work commitments at West Sumatera Public & Private Universities lecturers in West Sumatra.
6. Support from supervisor has a significant effect on job performance through job satisfaction with West Sumatera Public & Private Universities lecturers in West Sumatra.
7. Support from supervisor has a significant effect on job performance through work commitments to West Sumatera Public & Private Universities lecturers in West Sumatra.

## Methods

### Population and Sample

The population of this study is all educational staff in PTN / PTS in West Sumatra. The population of the study is the education staff of Civil Servants and Non Civil Servants with a total population of 3996 staff and staff from both state and private universities in West Sumatra. The number of samples in this study were 364 people with the sampling technique used is probability sampling with proportional random sampling technique.

Data collection techniques used in this study used online and offline questionnaires, data collection by giving or distributing a list of questions and statements about supervisor support, job satisfaction, work commitment and job performance. The population research is all staff at West Sumatera Public & Private Universities in west sumatra and then continues to distribute the questionnaire access link to lecturer in the hope that respondents will respond to questions and statements which are then given to researchers.

### Operational Definitions

#### Superior Support

Support from superiors is considered to be an important factor in influencing the work of lecturers. The form of support provided by superiors can improve the performance of lecturers by ensuring that lecturers understand the objectives of the company and encourage lecturers who have difficulty achieving goals rather than resorting to penalties. To measure superiors', support the following indicators are used: Bosses are willing to provide assistance when I have a problem, Bosses pay attention to my opinions, Bosses support or defend me at work, Bosses usually given credit for ideas that I contribute.

### Job satisfaction

A positive feeling about someone's work that is the result of evaluating their characteristics. Satisfaction is not only negatively related to the absence and turnover of lecturers, but the organization has the responsibility of giving lecturers a challenging task and ultimately gets an award. To measure job satisfaction, the following indicators are used: I treat my work like a hobby, my job is interesting enough to make me not bored, I feel happier in my work than most other people, I like my work more than what other workers perceive, I find satisfaction in my work.

### Work Commitment

Affective commitment that is owned by individuals can be seen from the consistency of employees to last longer in the organization. This arises because individuals feel that organizational policies are fair, individuals feel organizational problems are a problem as well, and individuals have considered the organization as part of their lives. To measure work commitment, the following indicators are used: I would love to spend the rest of my career with this university. I don't think I can easily be attached to other universities as they are now. This university has a lot of personal meaning for me. I feel like "part of the family" at this university. If I get another offer for a better job elsewhere, I will not leave this University. One of the main reasons I continue to work at this University is because I believe loyalty is important and feel a moral obligation to stay afloat. Lately, I think people often move from their jobs.

### Job Performance

The results of work related to organizational goals, efficiency and effectiveness of other performance effectiveness. To see the results of the work, of course there are aspects that can be

measured in it. To measure performance the following indicators are used: I am sufficient to complete the assigned task, I fulfill the formal performance requirements of my work, I do not neglect aspects of the work I have to do, I fulfill the responsibilities specified in the job description, I am involved in activities that can positively affect my performance evaluation, I doing the tasks expected of me, I can make constructive suggestions for the functioning of my entire work group, I encourage others to try new and more effective ways of doing their work, I am well informed where my opinions might benefit the company I continue to look for new ways to improve the effectiveness of my work.

## **Design Research**

### **A. Descriptive Analysis**

This analysis is intended to describe the characteristics of each study variable, the way of presenting the data into a frequency distribution table calculating the concentration and dispersion values and interpreting them.

### **B. Data Analysis with Partial Least Square (PLS)**

Data analysis was performed using the Partial Least Square (PLS) method. PLS is a method of analysis that is not based on many assumptions. For example, the data must be normally distributed, not necessarily large because in this study the sample was limited to 364 respondents. SEM PLS modeling there are two models namely the outer model and the inner model.

#### **1. Measurement model (outer model)**

The measurement model is used to test the construct validity and instrument reliability.

- 1) Convergent validity (convergent validity) is the value of the latent loading factor with its indicators. The loading factor is the path coefficient that connects the latent variable with the indicator. The validity of convergence is evaluated in three stages, namely: Indicator

validity: seen from the value of the loading factor and t-statistic, if the value of the loading factor is between 0.5 and 0.6 then it is said to be sufficient, whereas if the value of the loading factor is  $\geq 0.7$  then it is said to be high (Ghozali, 2006). Construct reliability: judging from the value of composite reliability (CR) output, the criterion is said to be reliable is  $CR \geq 0.7$  Value Average Variance Extracted (AVE): AVE expected value is  $\geq 0.5$ .

- 2) The validity of the discriminant (discriminant validity) value of discriminant validity at this stage is useful fatherly knows whether the construct has adequate discrimination. The assessment is proposed in two ways, namely by looking at the value of cross loading, fornellacker criterion and heterotrait-monotrait ratio (HTMT). The cross loading value of the indicator variable against the latent variable must be greater than the value of the other variables (Chin, 1998).
- 3) Composite reliability, composite reliability is a stage that is used to test the reliability of indicators of one variable. One indicator can meet the reliable requirements if it has a composite value of reliability  $> 0.6$ . Reliability testing with the composite reliability method can also be strengthened using Cronbach's alpha values. A variable is said to be reliable if it has a Cronbach's alpha value  $> 0.7$ .

#### **2. Structural Model (Inner Model)**

*Inner model* used to test hypotheses. Before the hypothesis is tested it must be seen and determined the test model (goodness of fit) of the research. The structural model (Inner Model) is evaluated using R-Square for the dependent construct, and the T Test and the Significance of the structural path coefficient parameters.

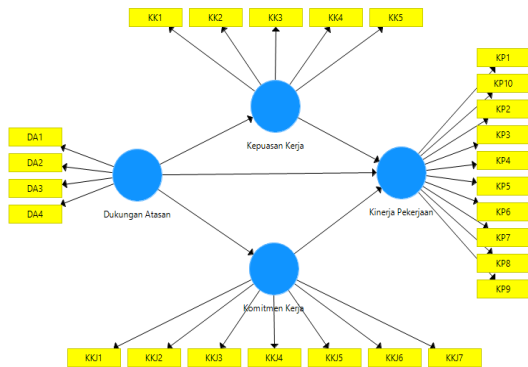


Figure 2. Variable Relationship Model

RESULTS AND DISCUSSION

Result

The results of the distribution of the research questionnaire were 364 to respondents, namely civil servant and non-civil servant education staff from both state and private universities in West Sumatra, from 364 respondents the questionnaire research succeeded in returning 100%. To test the hypothesis, this study uses PLS-SEM based on primary data collected to obtain the relationship path and the moderating effect. Pathway models

and moderation effects are developed based on previous research.

The results of the hypothesis using PLS SEM are shown in the following order:

1. Model Conceptualization: The conceptualization model describes the exogenous, endogenous, mediated latent variables and their indicators. This study consists of one exogenous latent variable, namely: Support from the superior. Endogenous latent variables are Job Performance and mediating variables namely Job Satisfaction and Work Commitment
2. Convergent validity and Composite Reliability

Table 1. Composite Reliability Analysis Results

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Superior Support	0.811	0.815	.876	0.640
Job satisfaction	.851	.852	.894	.628
Job Performance	0.911	0.912	0.927	0.585
Work Commitment	.884	.888	0.912	0.633

Based on table 2 above, it can be seen that the value of AVE (Average Variance Extracted) of all variables > 0.5, thus the results indicate that the convergent validity measurement model can be said to be valid. And it can also be seen from the

Composite Reliability value above 0.6 and Cronbach's Alpha value above 0.7, thus these results indicate that each research variable meets the criteria so that it can be concluded that the overall variable is said to be reliable.

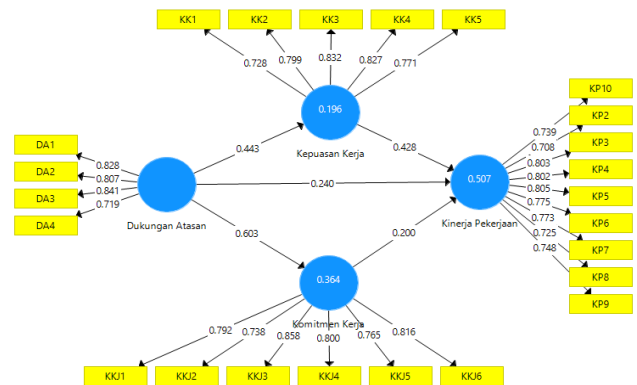
**Table 2.** The results of the analysis of R-Square

	R Square	R Square Adjusted
Job satisfaction	.196	.194
Job Performance	0.507	0.501
Work Commitment	.364	.362

In table 3 above this research can be seen that R2 Job Satisfaction of 0.194 means that superiors' support explains the job satisfaction variable of 19.4% while the remaining 80.6% is explained by other constructs outside the study in this study. R2 Job Performance of 0.507 means that superiors' support, job satisfaction and work commitments explain the variable job performance by 50.7% and the remaining 49.3% is explained by other constructs outside that examined in this study. R2 Work Commitment of 0.364 means that superiors' support explains the work commitment variable of 36.4% the remaining 63.6% is explained by other constructs beyond those examined in this study.

**Hypothesis test**

Hypothesis testing is done to see and know the direct effect, indirect effect and the total effect etween variables. This test is carried out by operating bootstrapping on the SmartPLS 3.0 program so that the relationship between exogenous variables and endogenous variables is obtained. Hypothesis testing is done by looking at the p-value generated by the Inner model.



**Figure 2.** The test results

**Table 3.** The test results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (  O / STDEV  )	P Values
Superior Support -> Job Satisfaction	.443	.444	0.065	6,809	0,000
Superior Support -> Job Performance	0.240	.241	0.065	3,697	0,000
Superior Support -> Work Commitment	0.603	0.606	0.042	14,325	0,000
Job Satisfaction -> Job Performance	0.428	0.427	0.049	8,815	0,000
Work Commitment -> Job Performance	.200	0.199	0.050	3,990	0,000
Superior Support -> Job Satisfaction -> Job Performance	0.190	.191	0.041	4,665	0,000
Superior Support -> Work Commitment -> Job Performance	0.121	0.120	0.031	3,887	0,000

The test results show the direct influence of superiors' support on job satisfaction has a path coefficient of 0.443 and a p-value of 0,000 <0.05, so the relationship is significant. Thus superiors' support has a significant effect on job satisfaction. This means that the first hypothesis of this study is supported. Testing the second hypothesis shows a path coefficient of 0.240 and a p-value of 0.000 <0.05, so the relationship is significant. Thus superiors' support has a significant effect on job performance. This means that the second hypothesis of this study is supported. The third hypothesis testing shows the path coefficient of 0.603 and p-value of 0,000 <0.05, so the relationship is significant. Thus superiors' support significantly influence work commitment. This means that the third hypothesis of this study is supported. Testing the fourth hypothesis shows the path coefficient of 0.428 and p-value of 0,000 <0.05, so the relationship is significant. Thus job satisfaction has a significant effect on job performance. This means that the fourth hypothesis of this study is supported. The fifth hypothesis testing has a path coefficient of 0.200 and p-value of 0,000 <0.05, thus work commitment has a significant effect on job performance, meaning that the fifth hypothesis in this study is supported. For the sixth hypothesis testing to test the effect of supervisor support on job performance through job satisfaction, with a path coefficient of 0.190 and p-value of 0,000 <0.05, so the influence of superiors' support on job performance through job satisfaction has a significant effect. This means that the sixth hypothesis in this study is supported. And for testing the seventh hypothesis testing the effect of superiors' support on job performance through work commitments, with a path coefficient of 0.121 and p-value of 0,000 <0.05, so the influence of superiors' support on work performance through work commitments has a significant effect. This means that the seventh hypothesis in this study is supported.

## Discussion

This study shows that superiors' support has a positive and significant effect on job satisfaction, job performance and work commitment. In this study also shows the results that job satisfaction has a positive and significant effect on job performance and work commitment has a positive and significant effect on job performance. This means that the higher the support of superiors at a state and private tertiary institution, the higher job satisfaction. If job satisfaction increases, it will improve job performance and high job performance can also be formed from the existence of high work commitments so that if work commitment increases, the job performance in the education staff of state and private universities in West Sumatra will also increase. This study also examines the influence of superiors' support on job performance mediated by job satisfaction and also the influence of superiors' support on job performance mediated by work commitments, where the results of his research show that superiors' support has a positive and significant effect on job performance mediated by job satisfaction and support superiors have a positive and significant effect on job performance mediated by work commitments. This means that if there is a support from a high employer, it will improve job performance, this job performance is formed if there is high job satisfaction. And with the support of high employers, it will improve job performance,

This is in line with research conducted by AKM Talukder, Margaret Vickers, Aila Khan (2018) entitled Supervisor support and work-life balance: impacts on job performance in the Australian financial sector, research located in Australia. Research findings show that superiors' support at work will be positively related to work life balance, work life balance will be positively related to job satisfaction, work life



balance will be positively related to life satisfaction, work life balance will be positively related to organizational commitment, satisfaction employee work will be positively related to employee work performance, employee life satisfaction will be positively related to employee job performance,

## CONCLUSIONS

- a. The results of the first hypothesis test that see the influence of superiors' support on job performance. And these results indicate that the higher the support given by a superior to his subordinates, the performance of a subordinate will be better and improved.
- b. The results of the second hypothesis test that see the influence of superiors' support on job satisfaction and these results indicate that superiors' support has a direct significant effect on job satisfaction, and this proves the higher the support provided, the more subordinates will feel more satisfied in carrying out their work.
- c. The third hypothesis test results that see the influence of superiors' support on work commitments and these results indicate that superiors' support has a direct significant effect on work commitments, and this proves the higher the support provided, the more subordinates will be more committed in carrying out their work.
- d. The fourth hypothesis test results that see the effect of job satisfaction on job performance. These results indicate that job satisfaction has a direct significant effect on job performance, and this proves that the higher the level of satisfaction felt by someone at work, the performance will also increase.
- e. The fifth hypothesis test results that see the effect of work commitment on job performance. These results indicate that work commitment has a direct significant effect on job performance, and this proves that the higher the level of one's commitment in carrying out his work, the performance will also increase.
- f. The sixth hypothesis test results indicate the influence of superiors' support through job satisfaction on job performance. The results of the study prove that there is a positive and significant influence from superiors' support through job satisfaction on job performance at West Sumatera Public & Private Universities lecturers in West Sumatra. So it can be concluded that job satisfaction can mediate the relationship between superiors' support and work performance of West Sumatera Public & Private Universities lecturers in West Sumatra.
- g. The seventh hypothesis test results indicate the influence of superiors' support through work commitments on job performance. The results of the study prove that there is a positive and significant influence from superiors' support through work commitments to the job performance of West Sumatera Public & Private Universities lecturers in West Sumatra. So it can be concluded that work commitment can mediate the relationship between superiors' support and work performance of West Sumatera Public & Private Universities lecturers in West Sumatra.

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