

The Relationship Between Organizational Support and Commitment with Employee Performance in the Telecommunications Sector

Nurwidya Jamal¹⁾; Marwan Man soleman²⁾

¹⁾ wjamal089@gmail.com, Khairun University, Indonesia

²⁾ Marwan.s@unkhair.ac.id, Khairun University, Indonesia*

^{*)} Corresponding Author

Received: 2024-09-09

Reviewed: 2024-09-24

Accepted: 2024-10-01

Published: 2024-10-10

ABSTRACT

Objective: This study aims to analyze the influence of organizational support, and Organizational Commitment on employee performance at PT. Telkom, Ternate City.

Methodology: This research employs a survey design with a quantitative approach to analyze the effects of independent variable on employee performance. Data were collected through a structured questionnaire from 150 employee. Analysis was conducted using multiple linear regression with SPSS after conducting validity, reliability, linearity, multicollinearity, and heteroscedasticity tests. Hypotheses were tested using critical value and p-value.

Findings: The results indicate that organizational commitment significantly affects employee performance, while organizational support does not. The study confirms that employees with a high level of organizational commitment tend to show better performance.

Conclusion: Organizational commitment plays a more significant role in improving employee performance at PT. Telkom, Ternate City, while organizational support does not have a significant impact. This study suggests that the company should focus on fostering organizational commitment to enhance employee performance. Further research is recommended to explore other factors that may influence employee performance, such as motivation and work engagement.

Keyword : Organizational Support, Organizational Commitment, and Employee Performance.

INTRODUCTION

Recently, the impact of organizational support and organizational commitment on employee performance has garnered significant attention in the field of organizational behavior. Perceived Organizational Support (POS), as perceived by employees, tends to contribute to better emotional well-being (Audiana, 2021). Organizational support, which refers to the extent to which employees feel that their organization values their contributions and cares about their well-being, has been found to positively influence job satisfaction, motivation, and ultimately employee performance (Chu et al., 2024). Additionally, organizational commitment, which reflects employees' emotional attachment and dedication to their organization, has also been shown to enhance performance outcomes by increasing employee engagement and reducing turnover intentions (Meyer et al., 2002). Both of these factors are crucial in ensuring that employees remain productive, motivated, and aligned with organizational goals, particularly in organizations like PT. Telkom Kota Ternate, which plays a key role in providing telecommunications services in the region.

However, although previous research has shown the relationship between organizational support, commitment, and employee performance, the specific dynamics within different organizational contexts remain underexplored. For example, studies by Lukiyana & Yusuf (2022) and Diana & Frianto (2021) found varying results regarding the impact of organizational support and commitment on employee performance, suggesting that this relationship may be influenced by other factors, such as employee engagement and job satisfaction. Furthermore, although there are many studies on organizational commitment and support, most have been conducted in different sectors or regions, with limited focus on the telecommunications industry, particularly in the context of PT. Telkom Kota Ternate. Therefore, the role of organizational support and commitment in this unique setting needs further investigation.

The main objective of this research is to examine the influence of organizational support and commitment on employee performance at PT. Telkom Kota Ternate. Specifically, this study aims to understand how these two factors directly affect performance, while also investigating whether job satisfaction and employee engagement serve as mediators in this relationship. Understanding these dynamics can help organizations enhance their human resource strategies and improve employee performance, which is critical in a competitive industry like telecommunications.

Although previous research has revealed the positive effects of organizational support and commitment on performance, there remains a gap in understanding how these factors interact within specific organizational contexts. Salim & Sabuhari (2022) and Prasetyo et al. (2022) found that organizational support positively impacts job satisfaction and commitment, which in turn affects performance; however, other studies, such as those by Shidiq et al. (2024), show that job satisfaction is not always a mediator in the relationship between organizational factors and performance. This study aims to bridge this gap by focusing on PT. Telkom Kota Ternate and examining the specific ways in which organizational support and commitment affect employee performance in this context.

This research updates the literature by addressing the limitations of previous studies regarding the impact of organizational support and organizational commitment on employee performance, particularly in the telecommunications sector in Kota Ternate. Additionally, this study contributes to the development of knowledge by exploring how these two factors can enhance employee performance at PT. Telkom Kota Ternate. The results of this study not only enrich academic insights but also provide practical guidance for management in designing more effective organizational strategies to improve employee performance. Moreover, this research can serve as a basis for future human resource policies that focus on strengthening organizational support and commitment to achieve company goals and employee well-being.

LITERATURE REVIEW

Concept of Employee Performance

Employee performance is one of the main aspects determining an organization's success. In general, performance can be defined as the work results achieved by an individual in carrying out their duties following the responsibilities and standards set by the organization. However, performance does not only involve the final results but also the behaviors, efforts, and work processes undertaken by individuals while performing their duties. According to Bernardin (2010), performance is a record of results produced from work activities within a certain period. This definition highlights the importance of measurable

work outcomes. However, Bernardin also noted that performance is linked to personal characteristics such as integrity, perseverance, knowledge, attitude, and loyalty, which, although not direct measures, contribute significantly to overall performance. Therefore, performance is not only assessed based on the quality and quantity of work but also involves essential work behavior dimensions.

Nelson et al. (2003) expanded this definition by stating that performance includes work behavior, which must be distinguished from results, as final outcomes are often influenced by systemic factors within the organization. In other words, work behavior is an important component that must be evaluated independently, as it reflects an individual's mental and physical processes in achieving results. This statement aligns with Brumbach in Armstrong (2010), who emphasized that performance involves behavior and results. Behavior is a manifestation of individual effort transformed from an abstract concept into concrete action, which can also be considered a result. This behavioral approach underscores the importance of a holistic performance evaluation, where success is measured not only by final outcomes but also by the effort, dedication, and attitude exhibited by individuals while working. For example, Hamisah & Nawawi (2023) emphasized that high performance is reflected in an individual's ability to complete work targets on time without exceeding deadlines. This highlights the importance of efficiency and timeliness as significant performance indicators.

Meanwhile, Mangkunegara (2017) stated that employee performance is the result achieved in terms of both quality and quantity, following the responsibilities assigned. This view integrates work results and behavior, providing a balanced perspective on what is achieved and how it is achieved. Additionally, Sedarmayanti (2011) explained that performance also has a philosophical dimension, derived from the word "to perform," which includes various aspects such as task execution, obligation fulfillment, and responsibility completion. This approach suggests that performance is not merely about achievement but also reflects a continuous process involving individual effort and commitment to their roles and responsibilities.

Employee performance should be understood as a combination of measurable work results and the work behavior demonstrated by individuals. Work results reflect the goals achieved, while work behavior illustrates how individuals perform their tasks, including their effort, attitude, and dedication. In an organizational context, a holistic approach to performance evaluation is crucial as it not only provides a comprehensive picture of an individual's contribution but also fosters a work culture that supports the simultaneous improvement of results and behavior. By understanding performance in this dimension, organizations can more effectively manage human resources to achieve their strategic goals.

Concept of Organizational Support

According to Luthans (2008), Perceived Organizational Support (POS) refers to employees' perceptions of how much the organization values their contributions and cares about their well-being. Luthans emphasized that POS serves as a key element in creating a positive work environment where employees feel appreciated and valued. This can enhance employee commitment and performance, as employees who feel supported tend to develop stronger ties to the organization. Luthans also revealed that organizational support can improve a sense of fairness within the organization, which in turn enhances job satisfaction and performance. Additionally, when organizations provide support in the form of resources,

opportunities, and recognition, it not only boosts employee motivation and performance but also strengthens the relationship between employees and the organization, resulting in higher levels of commitment.

According to George & Jones (2012), Perceived Organizational Support is employees' perception of the extent to which the organization cares about their well-being and values their contributions. Robbins argued that organizational support plays a crucial role in creating a positive and productive work environment where employees feel recognized and appreciated. This support can take the form of recognition for employee achievements, provision of adequate resources, and attention to employees' personal and work-related issues. When employees feel supported, they tend to be more motivated, more satisfied with their jobs, and ultimately contribute more optimally to organizational performance.

George & Jones (2012) stated that organizational support is closely related to job satisfaction, commitment, and performance. He emphasized that support provided by the organization can strengthen social relationships in the workplace and enhance employees' confidence and motivation. George highlighted how organizational support not only impacts emotional and psychological aspects but also practical ones, such as training opportunities or assistance in overcoming work difficulties. When employees feel that the organization cares about their well-being, they develop a higher sense of loyalty, which ultimately improves their productivity and performance.

In general, both Robbins & Judge (2013) and George & Jones (2012) emphasized that organizational support plays a key role in enhancing employee performance. Employees who perceive organizational support not only feel valued and recognized but are also more enthusiastic about working hard because they feel that a positive work environment provides opportunities for growth. This support, whether in the form of emotional attention or practical resources, increases employee engagement and commitment to organizational goals. Therefore, organizations aiming to improve employee performance need to focus on providing adequate support, leading to more satisfied, committed, and productive employees.

Concept of Organizational Commitment

Organizational commitment is a condition that describes employees' attachment, loyalty, and dedication to the organization they work for. Generally, organizational commitment includes employees' feelings about their relationship with the organization, their belief in the organization's goals and values, and their desire to maintain their position within the organization. According to Sopiha (2008), organizational commitment is a form of employees' allegiance and loyalty to the organization and its objectives. This indicates that committed employees will have a strong emotional bond with the organization, reflected in their attitudes and behaviors.

Furthermore, organizational commitment can be defined as the level of an individual's psychological involvement in their organization (Summers & Acito in Sutrisno, 2017). In this case, commitment is not only seen as loyalty but also as an awareness of the responsibilities employees hold and their contributions to achieving organizational goals. According to Umam (2012), organizational commitment reflects the extent to which an individual feels attached to and identifies with their organization. Employees with high organizational commitment are more likely to remain in the organization and be willing to work hard to achieve common goals. This commitment forms the foundation for improving individual performance and overall organizational effectiveness.

George & Jones (2012) stated that organizational commitment is closely related to employees' feelings and beliefs about their jobs and the organization as a whole. This means that organizational commitment is not just about job loyalty but also about employees' broader perspective on the organization, which influences their attitudes and behaviors at work. Moreover, McShane & Glinow (2010) identified three key elements of organizational commitment: emotional attachment, identification, and employee involvement with the organization. Employees with high commitment feel connected to the organization's values and goals, motivating them to actively participate in organizational activities and support its objectives.

Overall, organizational commitment is a crucial factor influencing employee performance and organizational stability. Employees with strong commitment tend to be more productive, work harder to achieve organizational goals, and have a greater sense of responsibility for organizational success. Therefore, it is essential for organizations to create an environment that nurtures and strengthens employee commitment to achieve desired objectives and address future challenges.

Research Framework and Hypotheses

The Relationship Between Organizational Support and Employee Performance

Perceived Organizational Support refers to employees' perception of the extent to which the organization values their contributions, provides support, and cares about their well-being (Setyoko et al., 2022). Additionally, when employees face difficulties in solving work-related problems, the organization is considered a guarantor in providing assistance, offering solutions to resolve these issues while ensuring employees' well-being. Research by Chu et al. (2024) states that organizational support positively influences employees' task performance, with job satisfaction and organizational commitment acting as mediators in this relationship. These findings indicate that when employees feel supported, they are not only motivated to work harder but also experience greater job satisfaction, which in turn contributes to improved performance.

However, Lukiyana & Yusuf (2022) found that while organizational support positively affects employee performance, organizational commitment does not strengthen this relationship. This suggests that the support provided by the organization can directly influence employee performance without requiring a significant influence from organizational commitment. This leads to an understanding that other factors, such as employee engagement and available resources, may also play a crucial role. Research by Salim & Sabuhari (2022) supports this finding by showing that organizational support positively influences affective commitment and job satisfaction, which in turn affects employee performance at PT Telkom Indonesia. This suggests that the support provided by the organization can enhance employees' emotional attachment to the organization, which subsequently has a positive impact on their performance.

On the other hand, Diana & Frianto (2021) found that organizational support has a negative and insignificant effect on employee performance, although employee engagement positively influences performance. This finding indicates that the impact of organizational support may not always be direct and can be influenced by other factors, such as employee engagement levels or organizational context. Research by Utomo et al. (2023) revealed that organizational support positively affects organizational trust and employee performance, with mediators such as innovative work behavior and organizational trust. These findings highlight the importance of trust and innovation in strengthening the relationship between

organizational support and performance, where employees who feel supported tend to be more confident and demonstrate better performance.

Meanwhile, Tamimi et al. (2023) reported that although most studies show a significant positive impact, some studies also indicate a negative effect of organizational support on performance. This suggests that the influence of organizational support may vary depending on contextual factors or differences in employees' perceptions of such support. Research by Lukiyana & Yusuf (2022) indicates that perceived organizational support has a positive effect on employee performance. Based on the findings above, we propose the following hypothesis:

H1: Organizational Support has a positive and significant effect on Employee Performance.

The Relationship Between Organizational Commitment and Employee Performance

Organizational commitment is one of the key factors influencing employee performance in an organization. Many empirical studies have shown that high organizational commitment is associated with better performance. Organizational commitment refers to the extent to which employees feel attached to and engaged with the goals and values of the organization they work for.

Organizational commitment plays a crucial role in shaping employee performance within an organization. It includes a sense of attachment, responsibility, and willingness to continue working in the organization. Research conducted by Azzahra & Syarifuddin (2024) demonstrates that organizational commitment is essential in encouraging employees to behave more productively and align their efforts with the organization's objectives, ultimately enhancing their performance.

Additionally, studies by Folarori & Onifade (2023) and Kulachai et al. (2022) reveal that organizational commitment has a positive impact on employee performance. These studies confirm that when employees have a strong emotional bond with the organization (affective commitment), they become more motivated to perform better. These findings align with those of Wayoi et al. (2021), who found that affective and continuance commitment significantly influence performance. Employees who feel valued and emotionally connected to the organization tend to exhibit higher performance levels.

However, on the other hand, findings from Pramanita et al. (2022) and Kurniawan & Nugroho (2024) suggest that while organizational commitment affects performance, other factors, such as work motivation, play a more significant role. This indicates that while organizational commitment is important, other driving factors, such as work motivation, can be primary determinants of employee performance. Overall, these studies suggest that organizational commitment—whether affective, normative, or continuance—significantly influences employee performance.

Employees with high organizational commitment tend to perform better because they feel more connected to the organization's goals and values. Based on these findings, it can be concluded that organizational commitment has a positive and significant relationship with employee performance, although other factors must also be considered in enhancing performance.

H2: Organizational Commitment has a positive and significant effect on Employee Performance.

The relationships between the aforementioned variables can be depicted in the following diagram:

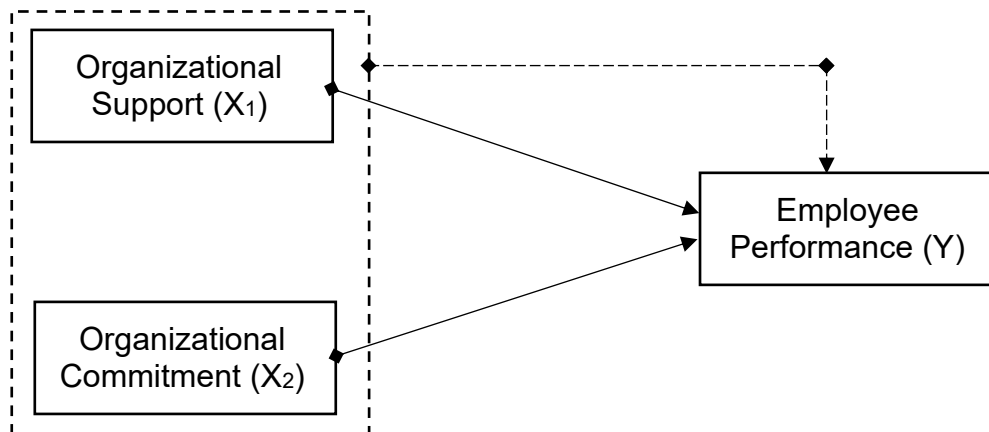


Figure 1. Model of the Study

RESEARCH METHODOLOGY

Measurement Development

Employee Performance (Y): Employee performance refers to an individual's work outcomes measured based on quality and quantity in carrying out assigned tasks and responsibilities (Mangkunegara, 2017). Additionally, performance reflects the direct impact of employees' work on achieving organizational goals, influenced by various factors such as motivation, competence, discipline, and responsibility. Among these factors, discipline is the most dominant aspect in reflecting employee performance (Rokim & Tentama, 2020).

Organizational Support (X1): Organizational support includes employees' perceptions of the work environment and conditions established by the organization as an awareness of employee needs. This support can be observed through several aspects, such as fairness, support from supervisors, and rewards provided by the organization. Organizational support plays a crucial role in improving performance, as employees who feel supported tend to be more motivated to work better and contribute optimally to achieving organizational goals (George & Jones, 2008).

Organizational Commitment (X2): Organizational commitment is the level of emotional attachment and employee identification with the organization. This commitment influences employees' willingness to remain in the organization and contribute to achieving its goals. Employees with high organizational commitment tend to be more enthusiastic about working hard, accepting organizational goals, and having the desire to stay as part of the organization (Robbins & Judge, 2018).

Data Analysis Method

This study employs a survey design with a quantitative approach. Data is collected through structured questionnaires distributed to employees. The quantitative approach focuses on objective measurement and statistical analysis of the collected data to examine the relationship between organizational support, organizational commitment, and employee performance. The analysis of the influence between these variables is conducted using multiple regression analysis with SPSS software. The applied analysis model is multiple linear regression with the formula: $Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \epsilon$

Before performing regression analysis, prerequisite tests are conducted, including validity and reliability tests, linearity tests, multicollinearity tests, and heteroscedasticity tests. This study employs a quantitative method to determine the causal relationship between independent and dependent variables.

The study is conducted at PT Telkom Tbk, Ternate Branch, located at Jalan Kapitan Pattimura, Kalumpang, Central Ternate. The company operates in providing service-based products such as Telkom internet networks, IndiHome, cable TV networks, and more. The study population consists of all employees working at PT Telkom Tbk, Ternate Branch, totaling 151 individuals. The sampling technique used is population sampling, where the entire population is taken as the sample. This approach aims to obtain more comprehensive and representative information from all employees without compromising the quality of data required for the research.

The research data sources consist of primary data obtained through questionnaires completed directly by the research sample. The data collection technique involves two methods: questionnaires and interviews. A questionnaire is a data collection technique that provides a written list of questions or statements that respondents must answer (Sugiyono, 2019). The questionnaire uses a five-point Likert scale with response categories: strongly agree, agree, neutral, disagree, and strongly disagree.

RESEARCH RESULTS AND DISCUSSION

Respondent Description

Table 1 summarizes the respondents' profiles based on survey results obtained through the questionnaire. The collected data includes gender, age, education, and years of service. Based on Table 1, the majority of respondents are male, totaling 132 individuals or 87.42% of the 151 respondents, while female respondents amount to 19 individuals or 12.58%. This indicates that most respondents are male.

Table 1. Demographic Description of the Respondents

No.	Description	Count	Percentage
1	Male	132	87.42%
2	Female	19	12.58%
	Total	151	100%
1	0-20 years	0	0%
2	21-30 years	94	62.25%
3	31-40 years	40	26.49%
4	41 ears and above	17	11.26%
	Total	151	100%
1	0-3 years	51	33.77%
2	4-7 years	56	37.09%
3	More than 8 Years	44	29.14%
	Total	151	100%
1	High School	96	63.58%
2	Diploma	39	25.83%
3	Bachelor's Degree or Higher	16	10.60%
	Total	151	100%

From the age distribution, most respondents fall within the 21–30 age range, totaling 94 individuals or 62.25%. The next group consists of 40 respondents (26.49%) aged between 31 and 40 years, while 17 respondents (11.26%) are 41 years and older. No respondents are under 20 years old. This indicates that the company predominantly employs young workers in the 21–30 age range.

Regarding years of service, most respondents have worked for 4 to 7 years, accounting for 56 individuals or 37.09%. The group with 0 to 3 years of service consists of 51 respondents (33.77%), while 44 respondents (29.14%) have worked for more than 8 years. This suggests that the company has a fairly balanced distribution of employees with varying levels of work experience.

In terms of education, the majority of respondents hold a high school diploma, totaling 96 individuals (63.58%), followed by 39 diploma holders (25.83%) and 16 individuals with a bachelor's degree or higher (10.60%). This reflects that most employees work in field operations with a high school education, while diploma and bachelor's degree holders tend to occupy more specialized roles or specific positions within the company.

Table 2. Descriptive Statistical Test Results

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Organizational Support	151	18	25	21.51	1.949
Organizational Commitment	151	15	25	20.68	2.415
Employee Performance	151	14	25	21.88	2.178
Valid N (listwise)	151				

The descriptive statistical test results for the three research variables—organizational support, organizational commitment, and employee performance—show a positive trend. For organizational support (X1), the minimum value recorded was 18, while the maximum value was 25. The average score for this variable was 21.51, with a standard deviation of 1.949. This indicates that most respondents provided positive responses, though there was slight variation in their answers.

For organizational commitment (X2), the minimum value was 15 and the maximum was 25, with an average score of 20.68 and a standard deviation of 2.415. While the variation in responses was greater compared to organizational support, the average score suggests that organizational commitment was also rated highly by most respondents. For employee performance (Y), the minimum value obtained was 14, and the maximum was 25, with an average score of 21.88 and a standard deviation of 2.178. This indicates that most respondents rated employee performance highly, although there were slight differences in responses.

Overall, these findings illustrate that respondents provided relatively high ratings for organizational support and commitment, which contribute to improved employee performance within the company.

Instrument Validity and Reliability Test

The following table presents the validity test results for the three research variables: Organizational Support (X1), Organizational Commitment (X2), and Employee Performance

(Y). The table includes the calculated r-value (r count), the critical r-value (r table), significance (sig), and an indication of whether each item is valid based on the validity test.

Table 3. Validity and Reliability Test

Variable	Item	r Table	r count	Status
Organizational Support (X1)	X.1.1	0.159	0.586	Valid
	X.1.2	0.159	0.704	Valid
	X.1.3	0.159	0.728	Valid
	X.1.4	0.159	0.676	Valid
	X.1.5	0.159	0.806	Valid
Organizational Commitment (X2)	X.2.1	0.159	0.412	Valid
	X.2.2	0.159	0.747	Valid
	X.2.3	0.159	0.864	Valid
	X.2.4	0.159	0.799	Valid
	X.2.5	0.159	0.839	Valid
Employee Performance (Y)	Y.1	0.159	0.653	Valid
	Y.2	0.159	0.628	Valid
	Y.3	0.159	0.675	Valid
	Y.4	0.159	0.599	Valid
	Y.5	0.159	0.464	Valid

In this validity test, the r table value at a 5% significance level for a sample of 151 respondents is 0.159. This serves as the minimum threshold for determining whether the r count for each question exceeds this value. If the r count is greater than the r table, the question is considered valid.

The r count values were obtained from the validity test using SPSS for each question, and all r count values were higher than the r table value (0.159), indicating that all items in the three tested variables (Organizational Support, Organizational Commitment, and Employee Performance) are valid.

Additionally, the significance values (2-tailed) demonstrate the reliability of the test results, with all values being below 0.05. This means the validity test results are statistically significant and confirm the validity of each item.

Based on this validity test, it can be concluded that all questionnaire items for the three variables meet the validity criteria, as the r count values exceed the r table values and the significance values are below 0.05. Overall, based on the validity and reliability test results, all indicators used in this study are deemed valid and reliable. This confirms that the research instrument is adequately designed to measure the study's variables.

Tabel 4. Rangkuman Nilai Rata-Rata Tanggapan Reponden

Variabel	r Tabel	Cronbach's Alpha	Keterangan
Dukungan Organisasional X.1	0.159	0.741	Reliabel
Komitmen Organisasional X.2	0.159	0.798	Reliabel
Kinerja Karyawan Y	0.159	0.859	Reliabel

The reliability test results indicate that all variables examined in this study have a good level of reliability. The *r* table value used is 0.159, obtained from a test with a sample of 151 respondents at a 5% significance level. Based on the test results, the Cronbach's Alpha value for Organizational Support (X.1) is 0.741, for Organizational Commitment (X.2) is 0.798, and for Employee Performance (Y) is 0.859.

All these Cronbach's Alpha values are greater than the *r* table value of 0.159, indicating that each variable in this study is considered reliable and has high internal consistency. Therefore, the instrument used in this study can be trusted to measure the three variables: organizational support, organizational commitment, and employee performance.

Tests for Multicollinearity, Normality, and Heteroscedasticity

Normality Test

The normality test using the One-Sample Kolmogorov-Smirnov Test indicates that the unstandardized residual data used in the regression analysis follows a normal distribution. With a sample size of 151 respondents, the residual mean is 0.000, and the standard deviation is 1.979, showing that the data is relatively centered around zero. This test resulted in a Test Statistic of 0.064 with an Asymp. Sig. (2-tailed) value of 0.200. Since this *p*-value is greater than 0.05, there is insufficient evidence to reject the null hypothesis, which states that the residual data is normally distributed. Therefore, the normality assumption in this regression model is accepted, indicating that the regression model used is reliable.

Multicollinearity Test

The multicollinearity test is conducted to examine whether the regression model detects any correlation between independent variables. A good regression model should not have correlations among independent variables. Multicollinearity is tested using the tolerance value or the Variance Inflation Factor (VIF). If the tolerance value is > 0.10 and $VIF < 10$, then no multicollinearity is present in the study. The multicollinearity test results are as follows:

Table 5. Multicollinearity Test

Variable	Tolerance	VIF	Interpretation
Organizational Support	0.285	3.507	Free from Multicollinearity
Organizational Commitment	0.285	3.507	Free from Multicollinearity

The multicollinearity test results show that the variables Organizational Support and Organizational Commitment do not experience multicollinearity issues. This is evident from the Tolerance values of 0.285, which are greater than 0.10, and the Variance Inflation Factor (VIF) values of 3.507, which are less than 10. Since both variables meet the criteria for being free from multicollinearity (Tolerance > 0.10 and $VIF < 10$), it can be concluded that there is no significant correlation between the independent variables. Thus, the regression model used in this study can be considered valid and reliable for further analysis without multicollinearity issues.

Heteroscedasticity Test

One method to detect heteroscedasticity is through the Glejser Test. In this test, analysis is conducted by observing the distribution pattern of residual points in the scatter plot graph. The test results show that the residual points are randomly scattered and spread both above and below the zero value, indicating no clear systematic pattern. In other words, if the residual points are randomly distributed without showing a particular pattern, it can be concluded that the model does not experience heteroscedasticity (i.e., the residual variance remains relatively constant).

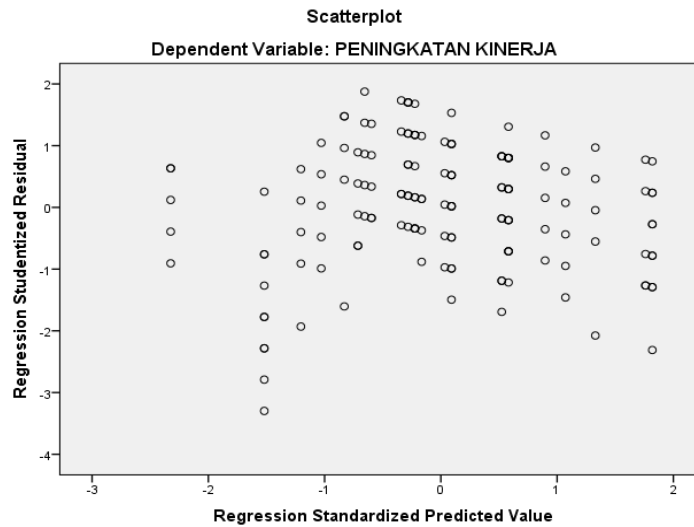


Figure 2. Heteroscedasticity Test

Statistical Hypothesis Testing

The results of the Correlation Coefficient Test indicate that in the tested linear regression model, the constant has a coefficient value of 13.711, which suggests that if there is no organizational support and organizational commitment, employee performance will be valued at 13.711. The t-calculated value for the constant is 7.541, which is significantly higher than the t-table value (1.655), with a significance (sig) value of 0.000, which is less than 0.05. This indicates that the constant is significant in the model.

Table 6. Summary of Statistical Test Results

Independent Variable	Unstandardized Coefficients (B)	Standardized Coefficients (Beta)	t	Sig.
(Constant)	13.711		7.541	0.000
Organizational Support	0.053	0.048	0.340	0.735
Organizational Commitment	0.340	0.377	2.695	0.008
R	0,418			
R Square	0,175			
Adjusted R Square	0.163			
F Calculated	15.650			
F Sig.	0.000			

Furthermore, Organizational Support has a regression coefficient of 0.053, meaning that each one-unit increase in organizational support can improve employee performance by 0.053. However, the t-calculated value for organizational support is only 0.340, which is lower than the t-table value (1.655), and the sig value is 0.735, which is greater than 0.05. This indicates that the effect of organizational support on employee performance is not significant. On the other hand, Organizational Commitment shows a regression coefficient of 0.340, meaning that each one-unit increase in organizational commitment will enhance employee performance by 0.340. The t-calculated value for organizational commitment is 2.695, which is higher than the t-table value (1.655), with a sig value of 0.008, which is less than 0.05. This indicates that organizational commitment has a significant effect on employee performance.

The R value in the model is 0.418, indicating a moderate relationship between the independent variables and employee performance. Meanwhile, the R Square value of 0.175 suggests that 17.5% of the variation in employee performance can be explained by the two independent variables. The Adjusted R Square value of 0.163 corrects the R Square value, indicating that this model explains about 16.3% of the variation in employee performance after adjustment.

Finally, the Simultaneous F Test results show an F-calculated value of 15.650, which is greater than the F-table value (approximately 2.66), with an F sig. value of 0.000, which is less than 0.05. This indicates that the regression model as a whole significantly affects employee performance. Overall, although organizational support does not have a significant effect, organizational commitment has a significant positive impact on the employee performance of PT. Telkom Kota Ternate.

Discussion

The Influence of Organizational Support on Employee Performance

Organizational support factors show an average score of 21.51 with a standard deviation of 1.949, indicating that most respondents gave positive feedback regarding the support provided by the organization. The minimum score of 18 and maximum score of 25 suggest little variation in the ratings, although overall responses tend to be uniform, showing that the organizational support is generally perceived as quite good.

However, the regression test results in this study show that the influence of organizational support on employee performance is not significant. This finding contrasts somewhat with previous studies that found a positive relationship between organizational support and employee performance. For example, Salim & Sabuhari (2022) and Utomo et al. (2023) found that organizational support significantly strengthens employee commitment, which in turn improves their performance. Support provided by the organization, such as rewards, adequate work facilities, and attention to employees' well-being, can strengthen employees' sense of attachment and motivation to perform better.

Yet, in this study, even though respondents felt good support from the organization, its influence on employee performance was not significant. This finding can be explained by considering other factors that may affect the impact of organizational support. For instance, research by Diana & Frianto (2021) shows that organizational support does not always directly impact employee performance if employee engagement or commitment is not well-maintained. This suggests that the influence of organizational support could be more

complex and may not directly translate into performance improvement without strong emotional support or employee engagement.

Additionally, this finding shows that other factors, such as organizational commitment, play a significant role in explaining employee performance. In this study, organizational commitment has an average score of 20.68, which is also quite high, with little variation among respondents. Previous studies, such as those by Folarori & Onifade (2023) and Wayoi et al. (2021), emphasize that organizational commitment, particularly affective commitment, significantly impacts employee performance. Employees who feel emotionally connected to the organization are more motivated to achieve organizational goals and show better performance.

Overall, while organizational support has the potential to enhance employee performance, the results of this study suggest that support should be accompanied by other factors, such as organizational commitment and employee engagement, to achieve a significant impact on performance. These findings suggest that organizations should not only focus on providing material support but also consider the emotional aspects and employee attachment to the organization as key factors to improve their performance.

The Influence of Organizational Commitment on Employee Performance

Organizational commitment has long been recognized as a key factor influencing employee performance within an organization. In this study, organizational commitment scored an average of 20.68 with a standard deviation of 2.415, indicating that most respondents feel a high level of commitment to the organization they work for. This suggests that employees are generally emotionally attached to the organization and have a desire to contribute to the achievement of organizational goals.

These results align with previous studies, such as those by Azzahra & Syarifuddin (2024) and Folarori & Onifade (2023), which found that organizational commitment positively influences employee performance. Employees with high commitment levels are more motivated to put forth their best effort, focus on achieving organizational goals, and contribute more effectively to their work. For example, affective commitment, one of the dimensions of organizational commitment, plays an important role in improving performance as employees feel emotionally connected to the organization and strive to achieve common goals.

However, findings from Pramanita et al. (2022) and Kurniawan & Nugroho (2024) show that while organizational commitment can influence employee performance, other factors such as work motivation may play a more significant role in determining performance. In this context, while organizational commitment contributes positively to performance, strong motivation to achieve personal and professional goals also becomes a crucial element supporting employee performance. Employees who are intrinsically motivated and have clear personal goals tend to work harder, even if their commitment to the organization varies.

This study also confirms the importance of organizational commitment in the context of PT. Telkom Kota Ternate, where it significantly influences employee performance. However, given that work motivation also plays a significant role in improving performance, organizations need to address both factors simultaneously. Organizations relying solely on organizational commitment without considering employee motivation may not achieve optimal performance outcomes.

Overall, the findings of this study support broader literature suggesting that organizational commitment, particularly affective commitment, significantly impacts

employee performance. However, organizations should also ensure that factors such as motivation and employees' personal needs are considered to maximize their overall potential. Therefore, while organizational commitment is crucial, other factors like work motivation must also be taken into account when designing strategies to enhance employee performance in the company.

Conclusion

This study aims to analyze the influence of organizational support and organizational commitment on employee performance at PT Telkom Kota Ternate. Based on the analysis results, it can be concluded that organizational commitment has a significant positive impact on employee performance, while organizational support does not show a significant effect. The average scores for organizational commitment and employee performance are relatively high, indicating that the majority of employees at PT Telkom Kota Ternate have strong commitment to the organization and good performance.

These findings align with previous studies that emphasize the importance of organizational commitment in enhancing employee performance. However, organizational support, while playing a role in creating an emotional connection between employees and the organization, did not have a significant impact on performance, as found in this study. This suggests that other factors, such as perceptions of the quality of support and the level of trust in organizational policies, could influence the extent to which organizational support affects employee performance.

Limitations of the Study

Based on the findings of this study, several practical suggestions can be made for PT Telkom Kota Ternate to optimize employee performance further. First, the company needs to continue strengthening organizational commitment among employees. This can be achieved by enhancing employee development and training programs, as well as providing rewards that are more relevant to individual and team achievements. Additionally, it is important to increase employee involvement in organizational decision-making processes so that they feel more valued and emotionally attached to the organization. By improving employee commitment, it is expected to motivate them to work more productively and improve overall performance.

Although organizational support did not show a significant impact in this study, PT Telkom should evaluate the quality and type of support provided to employees. More specific and tailored support, such as career development opportunities, facilities that support work well-being, and attention to work-life balance, can enhance employees' perceptions of the organization and create a more conducive work environment. Therefore, it is important to provide support that is not only material but also emotional and psychological, which can increase employees' confidence and motivation in their work.

Furthermore, PT Telkom is also advised to consider other factors that may influence employee performance, such as work motivation and job satisfaction. Integrating programs that can boost intrinsic motivation, such as recognizing individual and team performance, will strengthen the connection between employee commitment and their performance. With a holistic approach that considers various performance drivers, PT Telkom can create a more supportive and productive environment for its employees.

Suggestions for Future Research

Suggestions for future research include expanding the scope of the study. Future research could explore in more depth the influence of organizational support by involving additional variables that may moderate the relationship between organizational support and performance, such as employee engagement, job satisfaction, or organizational culture. Additionally, future research could take a more in-depth qualitative approach to gain insights into employees' perceptions and experiences regarding organizational support and organizational commitment. Research can also be expanded with a larger and more diverse sample, both in terms of sector and location, to obtain more generalizable results.

REFERENCE

- Armstrong, M. (2010). *Human Resource Management Practice a Guide to People Management*. London: Kogan Page Limited.
- Audiana, A. (2021). The Mediating Role of Perceived Organizational Support in the Relationship Between High Performance Work System and Employee Well-Being at XYZ Hospital, South Jakarta. *Human Resources Science*, 5(2), 8679–8689.
- Azzahra, E., & Syarifuddin, S. (2024). Analisis pengaruh Budaya Organisasi dan Komitmen Organisasi terhadap Kinerja Karyawan pada PT Telekomunikasi Indonesia (persero) Tbk Wilayah Telekomunikasi Bogor. *JPPi (Jurnal Penelitian Pendidikan)*, 10(1), 485–499. <https://doi.org/DOI:https://doi.org/10.29210/020243816>
- Bernardin, H. J. (2010). *Human Resource Management, An Experiental Approach*, Fifth Edition. In *New York: McGraw-Hill Compenies, Inc.* New York: McGraw-Hill Compenies, Inc.
- Chu, X., Yu, J., Litifu, A., Zhao, W., Wei, X., Wang, P., & Wei, J. (2024). Organizational support and task performance: a multiple mediation model. *Frontiers in Psychology*, 14, 1–9. <https://doi.org/10.3389/fpsyg.2023.1258177>
- Diana, S., & Frianto, A. (2021). Pengaruh Perceived Organizational Support dan Employee Engagement terhadap Kinerja Karyawan. *Jurnal Ilmu Manajemen*, 9(3), 1205–1213. <https://doi.org/10.26740/jim.v9n3.p1205-1213>
- Folarori, T. S., & Onifade, T. A. (2023). Leadership Styles and Organizational Commitment on Job Performance of Academic Staff in Selected Private Universities in Ogun State, Nigeria. *International Journal of Science, Engineering and Management (IJSEM)*, 31(2), 18–21.
- George, J. M., & Jones. (2008). *Understanding and Managing Organizational Behavior*. New Jersey: Pearson Education, Inc.
- George, J. M., & Jones, G. R. (2012). *Understanding and Managing Organizational Behavior Sixth Edition*. Pearson Education, Inc., United States of America.
- Hamisah, S., & Nawawi, M. T. (2023). Pengaruh Kepuasan Kerja, Kompetensi, dan Komitmen Organisasional terhadap Loyalitas Pegawai di Taspen Life Jakarta. *Jurnal Manajerial Dan Kewirausahaan*, 5(2), 474–483. <https://doi.org/10.24912/jmk.v5i2.23418>
- Kulachai, W., Tedjakusuma, A., Patipol Homyamyen, & Prechaporn, P. (2022). Linkage between Job Stress, Organizational Commitment, and Job Performance among Thai Police. *Journal of Positive School Psychology*, 6(4), 7671–7679. <https://doi.org/https://journalppw.com/index.php/jppsp/article/view/4996>
- Kurniawan, T. A., & Nugroho, S. H. (2024). Analisis Structural Equation Modelling (SEM) Efek Kepemimpinan Transformasional, Kepuasan Kerja dan Komitmen Organisasional

- Terhadap Kinerja Karyawan Perusahaan Pelayaran. *Rekayasa*, 17(1), 152–165. <https://doi.org/10.21107/rekayasa.v17i1.24929>
- Lukiyana, L., & Yusuf, M. (2022). Pengaruh Collective Bargaining Agreement dan Perceived Organizational Support terhadap Kinerja Karyawan yang dimoderasi Komitmen Organisasi di PT Internusa Caterindo selama Masa Pandemi Covid-19. *Business Management Journal*, 18(1), 61–74. <https://doi.org/10.30813/bmj.v18i1.2961>
- Luthans, F. (2008). *Organizational Behavior Eleventh Editions*. Mc Graw Hill Irwin, Companies, Inc. New York.
- Mangkunegara. (2017). *Manajemen Sumber Daya Manusia Perusahaan. Cetakan 14*. PT Remaja Rosdakarya.
- McShane, & Glinow, V. (2010). *Organizational Behavior Fourt Edition*. McGraw Hill Irwin, Companies, Inc. New York.
- Meyer, J. P., Stanley, D. J., Herscovitch, L., & Topolnytsky, L. (2002). Affective, continuance, and normative commitment to the organization: A meta-analysis of antecedents, correlates, and consequences. *Journal of Vocational Behavior*, 61, 20–52. <https://doi.org/10.1006/jvbe.2001.1842>
- Nelson, Debra, L., Quick, & Campbell, J. (2003). *Organizational Behavior, Fourth Edition*. New York: Sout-Western Thomson.
- Pramanita, N., Conoras, M. I. Y., & Yulia. (2022). Pengaruh Kepuasan Kerja, Motivasi Kerja Dan Komitmen Organisasional terhadap Kinerja Karyawan PT. Trisula Adijaya Batam Tahun 2022. *Journal of Management and Accounting (JMA)*, 1(2), 23–38. <https://doi.org/https://jma.uni.ac.id/ojs/index.php/jma/article/view/22>
- Prasetyo, E., Kistyanto, A., & Surjanti, J. (2022). Perceived Organizational Support on Employee Performance: The Mediating Role of Organization-Based Self-Esteem. *Journal of Business and Management Review*, 3(11), 754–771. <https://doi.org/10.47153/jbmr311.5062022>
- Robbins, S. P., & Judge, T. A. (2013). *Organizational Behavior and Management, Ninth Edition*. New Jersey: Pearson Education, Inc.
- Robbins, S. P., & Judge, T. A. (2018). *Perilaku Organisasi, Edisi Kedua belas*. Salemba Empat, Jakarta.
- Rokim, M., & Tentama, F. (2020). The Employee's Performance: A Study of Construct Validity and Reliability. *American Academic Scientific Research Journal for Engineering, Technology, and Sciences*, 72(1), 90–100. https://asrjetsjournal.org/index.php/American_Scientific_Journal/article/view/6183
- Salim, S., & Sabuhari, R. (2022). Pengaruh Persepsi Dukungan Organisasional Terhadap Komitmen Afektif Dengan Kepuasan Kerja Sebagai Pemediiasi pada PT. Telkom Indonesia Tbk Pusat Ternate. *Jurnal Manajemen Sinergi (JMS)*, 10(1), 39–58.
- Sedarmayanti. (2011). *Manajemen Sumber Daya Manusia. Reformasi Birokrasi dan Manajemen Pegawai Negeri Sipil, Cetakan Kelima*. PT Refika Aditama, Bandung.
- Setyoko, P. I., Wahyuningrat, & Denok Kurniasih. (2022). The Role of perceived organizational support (POS), organizational virtuousness (OV) on performance and employee well-being (EWB) of non-profit organizations in the post-pandemic period. *Journal of Pharmaceutical Negative Results*, 13(8), 1940–1944. <https://doi.org/10.47750/pnr.2022.13.s08.236>
- Shidiq, R. F., Noekent, V., & Alfain, M. Z. (2024). The Synergistic Effect of Job Satisfaction as a Mediator Between Quality of Work Life and Organizational Commitment on Job Performance. *Management Analysis Journal*, 13(4), 430–441.

- Sopiah. (2008). *Perilaku Organisasi*. Andi, Yogyakarta.
- Sugiyono. (2019). *Metode Penelitian Bisnis, Cetakan 13*. Bandung: CV. Alfabeta.
- Sutrisno, E. (2017). *Manajemen Sumber Daya Manusia*. Kencana Perdana Media Grup, Jakarta.
- Tamimi, M., Tamam, M. B., & Sopiah. (2023). The effect of organizational support on employee performance: A systematic literature review. *Asian Journal of Economics and Business Management*, 2(2), 250–256. <https://doi.org/10.53402/ajebm.v2i2.337>
- Umam, K. (2012). *Perilaku Organisasi*.
- Utomo, H. J. N., Irwantoro, I., Wasesa, S., Purwati, T., Sembiring, R., & Purwanto, A. (2023). Investigating the Role of Innovative Work Behavior, Organizational Trust, Perceived Organizational Support: an Empirical Study on Smes Performance. *Journal of Law and Sustainable Development*, 11(2), 1–19. <https://doi.org/10.55908/sdgs.v11i2.417>
- Wayoi, D. S., Margana, M., Prasojo, L. D., & Habibi, A. (2021). Dataset on Islamic school teachers' organizational commitment as factors affecting job satisfaction and job performance. *Data in Brief, Elsevier*, 37, 1–6. <https://doi.org/10.1016/j.dib.2021.107181>