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## Effect Of Organizational Support and Commitment on Work Satisfaction, and its' Impact on Employee Performance (Study at the Aceh Provincial Education Office)

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### Abstract

The purpose of this study is to explain the effect of organizational support and commitment on job satisfaction and its impact on employee performance. A total of 206 employees in the Aceh Education Office are employed as sample. Data is collected through interviews and distributing questionnaires and then analyzed using AMOS with SEM (Structural Equating Model) method. The findings show that there is a positive and significant effect on transformational leadership variables on work motivation and impact on employee performance. However, the organizational commitment factor has no effect on work motivation and also on employee performance. The practical implications of this finding are a reference for this organization in improving employee motivation and performance needs to be applied organizational support properly.

**Keywords:** Organizational Support, Organizational Commitment, Job Satisfaction and Employee Performance.

### Introduction

There has been a lot of research interest which focuses on employee performance. Despite the strong attention to performance in the human resource literature, there appears to be no clear way of defining the concept. Several studies have shown that employee performance is formulated as the sum or function of motivation and ability (Hamid, 2014, p.88). Seymour (in Hamid, 2014, p.89) defines performance as actions or actions that can be measured. Meanwhile, Hasibuan (2010, p.94) states that performance is a result of work achieved by a person in carrying out the duties assigned to him based on skill, experience and seriousness and time.

Perceptions of employee performance that are formed by skills, work experience and seriousness and time can be stronger if employees experience positive experiences with work (Hamid, 2014). On the other hand, the measurement of employee performance so far has also been

based on explanations described by researchers, including Schuler and Dowling (in Keban, 2004: 195), which consists of; quantity of work; Work quality; cooperation; work knowledge; work independence; attendance and punctuality; knowledge of organizational policies and objectives; healthy initiatives and ideas; and supervisory and technical skills. However, there are still very few researchers who measure employee performance in terms of various dimensions, including service orientation, integrity, commitment, discipline, cooperation, and leadership based upon the Regulation of the Head of the National Civil Service Agency Number 1 of 2013 concerning Implementation Provisions and Government Regulations. Number 46 of 2011 concerning Assessment of Work Performance of Civil Servants in Indonesia; especially, it is for Indonesia Government Organization.

In addition, previous researchers have found several factors that affect employee performance, including transformational leaders (Al-Amin, 2017; and, Faraz & Fatimah, 2014), and organizational learning culture (Mondy, 2008, and Sange et al., 2006). On the other hand, the successes and failures experienced by government organizations are largely determined by the role of the organization providing its support and commitment. Support and commitment will encourage staff to work optimally. Through implementing organizational support, subordinates will feel trusted, valued, loyal, and responsive to the institution. As a result, subordinates will feel satisfied to do more than they expect, especially in government agencies (Harris and Kacmar, 2018). They always try to increase the attention of employees by providing organizational commitment as their agreement. For example, remuneration is based on the workload borne by the employee. This is intended for job satisfaction so that performance can be optimized in order to provide optimal public services.

However, it is still little for researchers having focused on organizational support (Suma and Leshia, 2013), and organizational commitment (Robbin and Judge, 2012; Flippo, 2013, and James N. Kurtessis, 2015). These factors may affect job satisfaction (Saimir and Jonida, 2013) and employee performance (Harris and Kacmar, 2018). Due to the limited number of previous studies on the insertion of these two factors; therefor, misunderstanding is still exist resulting in a gap among researchers and practitioners; especially, in the Aceh Provincial Education Office.

Based on the description above, it is necessary to conduct further research to enlighten the insufficient understanding in order the gap can be minimized. This study may yield a contribution to academic strengthening that relates organizational support and organizational commitment to job satisfaction and its impact on employee performance

## **Literature Review**

### **Employee Performance**

Seymour in Hamid (2014, p.89) defines performance as measurable actions or activities. While Hasibuan (2010, p.94) states that performance is the result of work achieved by a person in carrying out tasks assigned to him based on skill, experience, and sincerity as well as time.

Performance is actions in order to carry out the tasks that have been given in a timely and measurable manner. According to Hakim (2014), the results of his research showed that employee performance is influenced by 1) organizational culture 2) organizational commitment 3) and organizational commitment has an important role to increase employee performance.

Indicators of measuring employee performance refer to elements of work behavior as described above, including service orientation, integrity, commitment, discipline, cooperation, and leadership (Head of State Civil Service Agency Regulation No. 1 of 2013).

### **Job Satisfaction**

Robbins and Judge (2012: 99) argue that job satisfaction as a positive feeling about one's work that is the result of an evaluation of its characteristics. Then, according to Locke in Luthans (2011: 141) the definition of job satisfaction involves cognitive, affective and evaluative reactions or attitudes. Meanwhile, Luthans (2011: 141) holds that job satisfaction is the result of workers' perceptions about how their work provides something that is considered important. An individual's assessment of his current position and feeling dissatisfied can trigger someone to look for work elsewhere. Donald (2015) suggests that the term job satisfaction can be defined as a positive feeling that is the result of an evaluation of its characteristics.

Spector in Yuwono (2005, p. 69) defines satisfaction as a cluster of evaluative feelings about work and he can identify indicators of job satisfaction from eight aspects, namely: 1. Promotion, there are opportunities and a sense of justice to get a promotion; 2. Supervision, fairness and managerial assignment competence by supervisors; 3. Benefit, is a form of service fee or basic need that is useful for expediting work processes such as insurance, holidays and other forms of facilities; 4. Contingent rewards: respect, recognition and appreciation; 5. Operating procedures: policies, procedures and rules; 6. Coworkers: pleasant and competent coworkers; 7. Nature of work: the task itself can be enjoyed or not; and 8. Communication: various information within the organization (verbal or nonverbal).

### **Organizational Commitment**

Mathis and Jackson in Sopiah (2012: 155) define organizational commitment as the degree in which employees believe and are willing to accept organizational goals and will remain or will not leave the organization. Organizational commitment according to Mayer and Allen (1991) in Soekidjan (2009) can also mean strong individual acceptance of organizational goals and values, and individuals strive and work and have a strong desire to stay afloat in the organization. Kurniawan and Andri (2013: 7) define commitment as: 1. Confidence and acceptance of organizational goals and values; 2. Willingness to try or work for the interests of the organization; and 3. A desire to maintain organizational membership.

Organizational commitment as an attitude, has a more global scope than job satisfaction, because organizational commitment describes the view of the organization as a whole, not just aspects of the job (Sopiah, 2012: 156) with indicators consisting of: 1. The willingness of employees; 2. Loyalty of employees; 3. Employee pride in the organization; 4. Affective Commitments; 5. Normative Commitment; and 6. Continuance Commitments.

### **Organizational Support**

Harris and Kacmar (2018) suggest that individuals are interested and feel comfortable in an organization because of the similarity in characteristics between the two.

The concept of organizational support has long been explained by management scientists in the literature of distributive justice theory. The theory of distributive justice states that individuals in organizations will evaluate the results of the organization by observing some distributive rules based on rights according to fairness. While, the theory of fairness (equity) suggests that organizational rewards must be distributed according to the level of individual contributions (Harris and Kacmar, 2018; and Suma and Lesha, 2013).

It can be concluded that organizational support is how companies or organizations value employee contributions to the progress of the company (valuation of employees contribution) or the organization and company attention to their lives (care about employees well-being).

Some indicators that can be used as a measurement of organizational support according to Harris and Kacmar (2018) are: 1. Welfare is an organization that cares about employee welfare; 2. Tasks are organizations that want to help complete tasks that are considered heavy for employees; 3. The response of the leader is the leader wants to help employees who are in the midst of problems; 4. Proximity is the relationship between people in the organization; and 5. Cooperation is partners who want to listen to problems between people.

The following research frameworks are developed that can illustrate the effect of organizational support and organizational commitment on job satisfaction, and it's subsequently on employee performance.

#### *Effect of Organizational Support on Satisfaction*

Kurtessis (2015) found that Perceived Organizational Support (POS) is highly dependent on employee attributions regarding organizational intentions behind their acceptance of favorable or unfavorable treatment. In turn, POS starts a social exchange process where employees feel obliged to help the organization achieve its goals and objectives and expect increased efforts on behalf of the organization that will result in greater rewards.

Perception of organizational support gives positive results for members and organizations (Agustiningrum & Suryanto 2013). Furthermore, organizations that provide support for employees by committing to pay attention to the interests and welfare of employees will have an impact on job satisfaction (Christian, 2015).

Based on the description above, it can be concluded that organizational support is able to satisfy employees to achieve organizational goals. In other words, organizational support can directly influence job satisfaction; Logically, the better organizational support will increase employee job satisfaction.

Thus, the following hypotheses can be proposed:

H<sub>1</sub>: Organizational support has a positive influence on job satisfaction.

#### *Effect of organizational commitment on job satisfaction*

Research conducted by Saimir and Jonida (2013) found that a significant positive correlation between organizational commitment (welfare, organizations willing to help complete tasks that were considered heavy for employees, leaders want to help employees who are in the midst of problems) and job satisfaction. In other words, there is a positive correlation between organizational commitment and job satisfaction.

Moreover, according to Robbin and Judge (2012: 99) argues that job satisfaction as a positive feeling about one's work which is the result of an evaluation of its characteristics will be obtained from organizational commitment.

Thus it can be concluded that organizational commitment affects employee satisfaction. Therefore, based on the above premise, the following propositions can be submitted:

H<sub>2</sub>: Organizational commitment has a positive influence on job satisfaction.

### *Effect of Organizational Support on Employee Performance*

Employee performance is interpreted as the achievement of an employee's work compared to the standards or targets / targets of work that have been set previously. So that performance is generally associated with work or someone who does the work and the ability and work environment (Robbin and Judge, 2012: 212).

Consistent with the understanding of employee performance above, the understanding according to Government Regulation of the Minister of Administrative Reform is the work achieved by each employee in the organizational unit in accordance with employee work goals and work behavior (RI RI No. 46 of 2011) and this can be influenced by leadership style, for example organizational support (Harris and Kacmar, 2018; and Flippo, 2013).

James N. Kurtessis' research (2015) found that Organizational Support Theory makes successful predictions about the relative strength of a large number of bivariate relationships (simultaneous analysis of two variables) involving Perception of Organizational Support. Furthermore, the key process proposed by Organizational Support Theory involves perceived obligations, and ultimately has an impact on employee performance.

Based on the justification above, a hypothesis can be formed as follows:

H<sub>3</sub>: Organizational support has a positive influence on employee performance.

### *Effect of Organizational Commitment on Employee Performance*

According to Armstrong (1992) in Nasution (2006), there are 3 big pillars in commitment. The three pillars include: 1. A feeling of belonging to the organization (a sense of belonging to the organization); 2. There is an interest or excitement about the job (a sense of excitement in the job); 3. There is a sense of ownership of the organization (ownership).

A sense of belonging and involvement can arise if members feel that they are truly accepted as an important part of the organization. If members feel involved in decisions making and if they feel their ideas are heard and if they feel they are contributing to the results achieved, then they are likely to accept the decision made. This is because they feel involved, not because they are forced. In other words, employee performance will be achieved because of organizational commitment

Based upon the above picture, it can be explained that organizational commitment can directly influence employee performance; logically, the better organizational commitment will improve employee performance. Thus, it can be hypothesized as follows:

H<sub>4</sub>: Organizational commitment has a positive influence on employee performance.

### *Effect of Job Satisfaction on Employee Performance*

According to the definitions as mentioned above, it can be concluded that job satisfaction is a pleasant psychological state that is felt by workers in a work environment due to adequate fulfillment of needs.

Muna et al. (2017) in Job Satisfaction and Employee Performance: A Theoretical Review of the Relationship Between the Two Variables: taking literature that there are many studies that examine the impact of job satisfaction on employee performance. Most of them show that there is an effect of job satisfaction on performance (Kappagoda, 2012; Indermun and Bayat, 2013; and Aziri, 2011). Kappagoda (2012) highlights that job satisfaction is one of factors that influence the improvement of task performance and conceptual performance. Consistent with Indermun and Bayat (2013) agree that there is an indisputable correlation between job satisfaction and employee performance. They

believe that valued employees will achieve job satisfaction, which will ultimately have a positive and significant impact on employee efficiency and effectiveness or better performance.

Therefore, increasing the value of satisfaction can be done by encouraging each employee to carry out their duties and responsibilities. So, it can be illustrated that the better job satisfaction will have a positive impact on employee performance.

Thus, the following hypothesis is:

H<sub>5</sub>: Satisfaction has a positive influence on employee performance.

#### The Effect of Organizational Support on Employee Performance Mediated by Job Satisfaction

From various sources of literature it is concluded that organizational support is how companies or organizations value employee contributions to the progress of the company (valuation of employees. Contribution) or the organization and the company's attention to their lives (care about employees. Well-being) .

And what is meant by performance is the process of working someone in achieving the job target that has become their responsibility in accordance with the existing performance standards.

Meanwhile, job satisfaction is a psychological state that is felt by workers in the work environment due to the fulfillment of needs adequately.

Thus, in Figure 1 it can be explained that organizational support can have an indirect effect on employee performance, through the variable job satisfaction first as a mediating variable and then on employee performance. Rationally, this means that the better the support of the organization will improve the performance of employees provided to the organization, with increased job satisfaction first.

Based on the above description, it can be concluded that organizational support has an indirect effect on employee performance through job satisfaction. Accordingly, the following premises are:

H<sub>6</sub>: Organizational support indirectly impacts employee performance mediated by job satisfaction

#### *Effect of Organizational Commitment on Employee Performance Mediated by Job Satisfaction.*

Organizational commitment is as a condition where an employee sides with a particular organization and his goals and desires to maintain membership in the organization. According to Robbin and Judge (2012) defined that high job involvement means taking sides in a particular individual's work, while high organizational commitment means taking sides with the organization that recruits the individual.

While employee performance is the willingness of a person or group of people to carry out an activity and perfect it according to their expected responsibilities with results, due to job satisfaction. Job satisfaction here is a (positive) attitude towards the workforce, arising from an assessment of the work situation. The assessment can be done on one of his work. Assessment is done as a sense of respect in achieving one of the important values at work. Satisfied employees prefer work situations rather than dislike them.

Referring to the above explanation, organizational commitment can have an indirect effect on employee performance, through job satisfaction first, and it then has an impact on employee performance. Thus, it can be assumed that the better organizational commitment will improve employee performance, however, through being increased job satisfaction first, and it then will affect employee performance.

The above point of view shows that organizational commitment can indirectly improve employee performance through job satisfaction.

Thus, the following hypotheses can be derived:

H<sub>7</sub>: Organizational commitment has an impact on employee performance mediated by job satisfaction

### Theoretical Framework of Study

To explain the relationship between independent variable and dependent variable, either positively or negatively in this case of organizational support (X1), and organizational commitment (X2) job satisfaction (Y) and employee performance (Z), are observed or measured factors to determine whether there are influences among variables, thus the following model will describe a detail framework of this study:

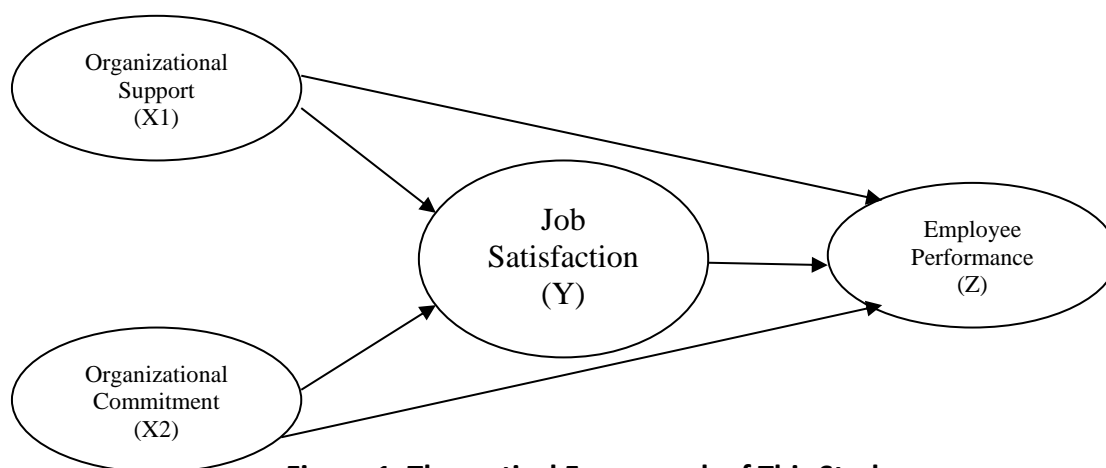


Figure 1. Theoretical Framework of This Study

### Research Method

#### Research Location, Population and Sample

The study is conducted at the Aceh Provincial Education Office. The study population is employees of the Aceh Provincial Education Office in 2020. The population employed based upon the group of Civil Servants working in the Aceh Provincial Education Office who received a direct impact on organizational support. Therefore, the population of this study is all Aceh Education Service Employees divided into 5 sections based on the type of position of 421 employees.

Because the entire population is well identified, probability sampling technique and proportional random sampling method is appropriate to employ. To determine the samples size, the Slovin's formula is applied with an error percentage of 5% or the value of  $e = 0.05$  (Bougie et al., 2010). The formula is as follows;

$$n = N / (1 + Ne^2)$$
$$n = 421 / (1 + 421 \times 0,05^2)$$
$$n = 421 / 2.0525$$
$$n = 206 \text{ samples}$$

Note:



n: sample size  
 N: population size  
 e: percentage of inaccuracy due to sampling errors that can still be tolerated, amounting to 0.05

Based upon the calculation of the formula above, the number of samples is 206 employees. The entire sample required is distributed proportionally to 5 positions in the Aceh Education Office.

Distribution for the analysis unit (position) and observation unit (employee sample) as follows:

**Tabel 3.1**  
**Distribution of Employee Based on Group of Job Position**

No	Job Position	Population	% of Population	Sample
1	Echelon II	1	0,2%	1
2.	Echelon III	16	3,8%	8
3.	Echelon IV	23	5,5%	12
4.	Functional	90	21,38%	44
5.	Non Structural	291	69,12%	141
Total		421	100%	206

Source: Aceh Provincial Education Office (2020)

### Data Analysis

"The data analysis equipment used in this study is structural equation modeling (SEM) with the help of the Amos program. The SEM equation model is a collection of statistical techniques that enable the testing of a series of relatively complex relationships simultaneously (Ferdinand, 2014: 181) ".

SEM is able to "include latent variables in the analysis. Latent variables are unobserved concepts that are approximated by observable or measured variables obtained by respondents through data collection methods (surveys, tests, observations) and are often called manifest variables" (Ghozali, 2011).

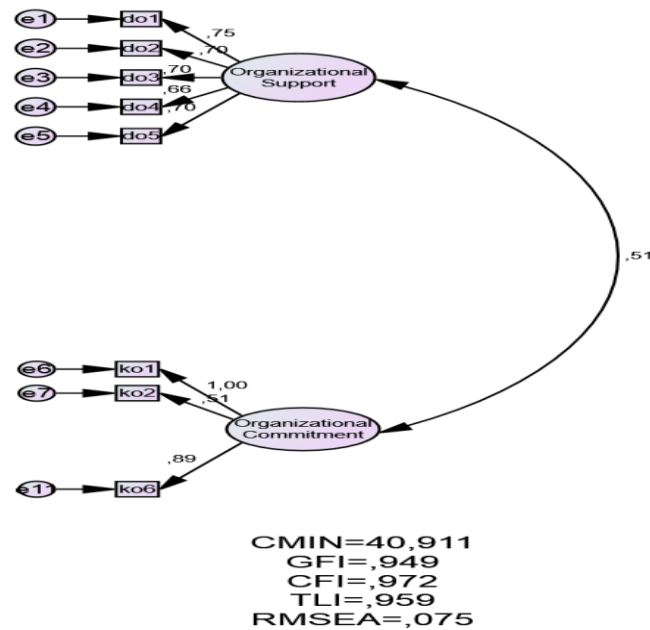
"The advantage of SEM application in management research is because of its ability to confirm the dimensions of a concept or factor that is very commonly used in management as well as its ability to measure the influence of relationships that theoretically exist (Hair et al., 2013: 190)".

Furthermore, testing the seventh and the eighth hypothesis that places job satisfaction as an intervening variable between organizational support and organizational commitment with the performance of Aceh Education Agency employees, refers to the opinion of Barling et al. (2004); and Baron and Kenny (1986) about testing the effects of mediation or intervening.

### Research Finding and Discussion

#### Confirmatory Factor Analysis

In the initial stages, indicators on the independent variables are further tested to get fit data. The results of the analysis after respecification are illustrated as follows:

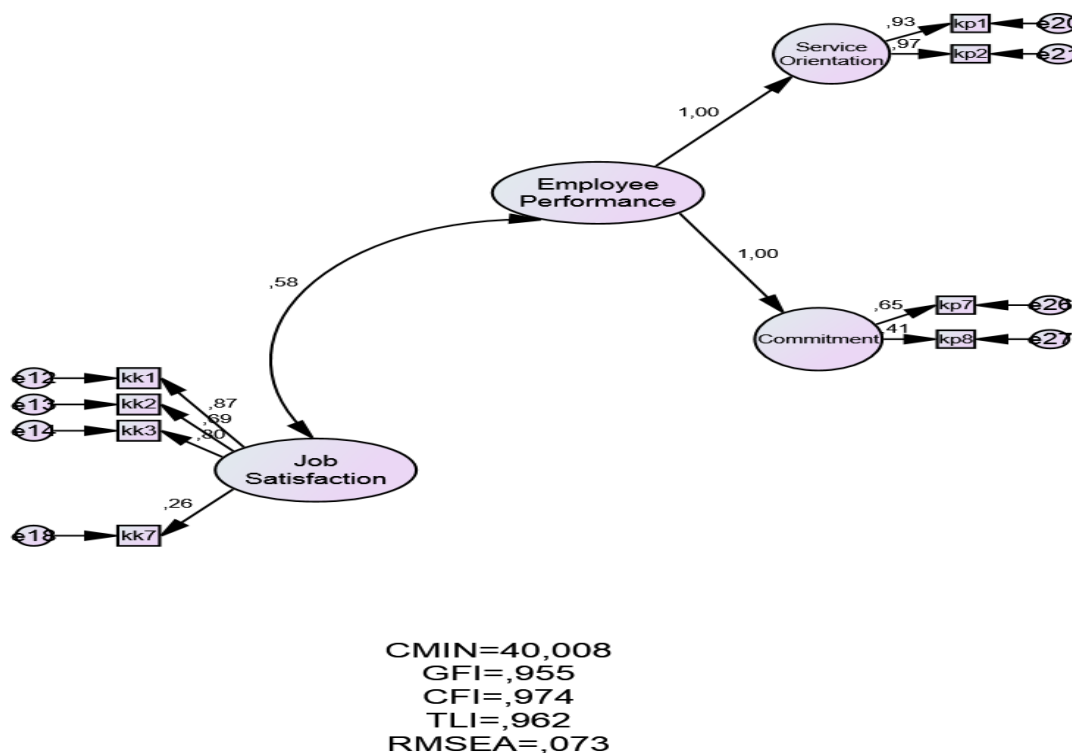


**Figure 2: Confirmation Factor Analysis for Independent Variables**

The analysis results above found that the Chi-square value = 40,911 ( $p < .000$ ). GFI value of 0.949, TLI of 0.959 and CFI of 0.972  $> 0.90$  indicate the results of good fit. The RMSEA value of 0.075 has shown a satisfactory value, which is smaller than 0.08 based upon requirements as mentioned by Hair et al. (2013).

#### Mediation and Dependent Variables

Confirmatory Factor Further analysis is carried out on the mediating and dependent variables simultaneously. This step is conducted after it has done for CFA of First Order Analysis of employee performance (DV) due to it consists of dimensions. The final results after re-specification of this analysis can be seen in the following figure:



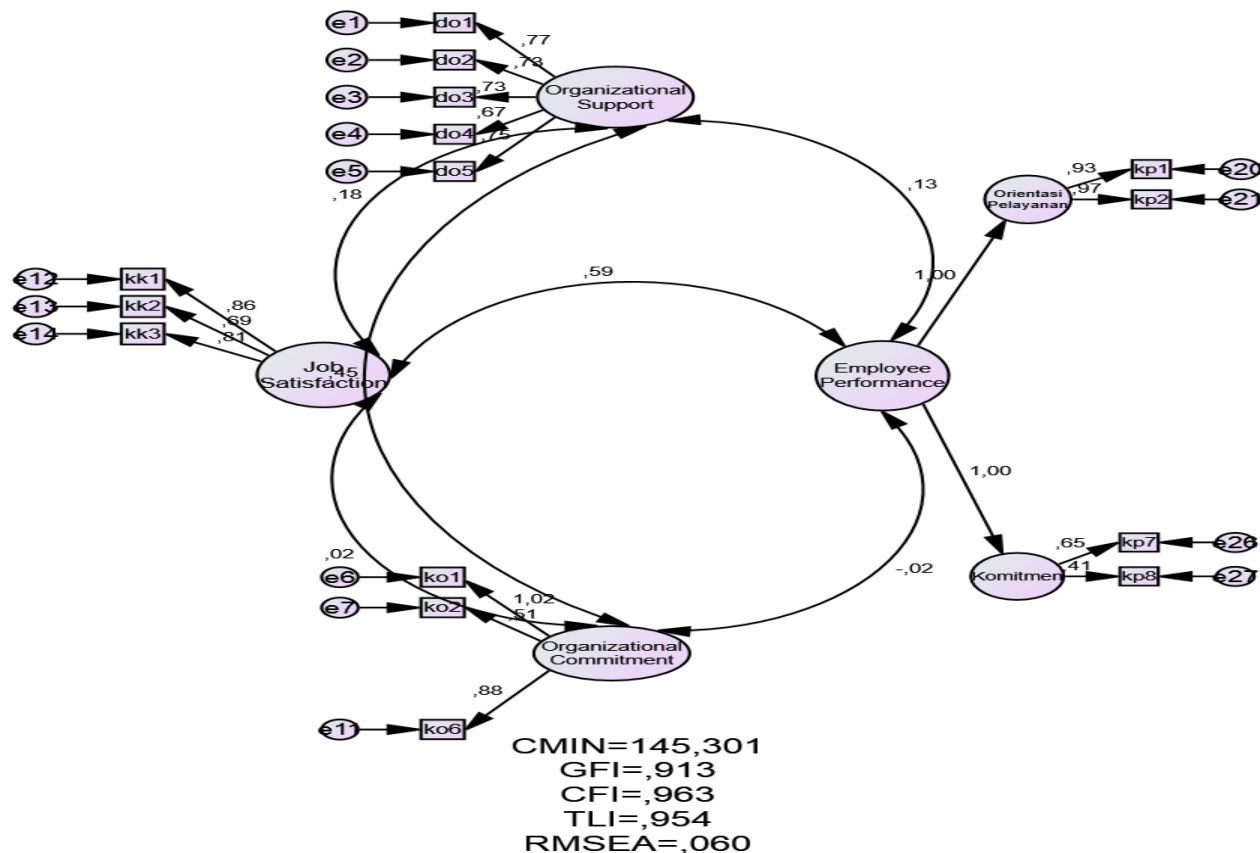
**Figure 4: Factor Confirmation Analysis for Employee Commitment and Performance Variables**

The results of the analysis above found that the Chi-square value = 40.008 ( $p < .000$ ) with  $X^2 / df = 2.106$ . GFI value of 0.955, CFI of 0.974 and TLI of 0.962 > 0.90 indicates the results of good fit. The RMSEA value of 0.073 has shown a satisfactory value, which is between 0.05 - 0.08 (requirements of Hair et al. (2013)).

All constructs (organizational support, organizational commitment, job satisfaction, and employee performance) will be combined in the measurement model stage. This phase is in line with Anderson and Gerbing (1988) that it will present in the following section.

**Structural Equation Modeling (SEM): Step-One Approach with Measurement Model**

The final results of the measurement model can be seen in the following figure:



**Figure 3. Measurement Model**

The results of the analysis above indicate that the value of Chi-square = 145.301 ( $p < .000$ ) with  $X^2/df = 1.730$ . GFI value of 0.913, CFI of 0.963 and TLI of 0.954  $> 0.90$  indicating that the results present good fit indices. RMSEA value of 0.060 has shown a satisfactory value, which is between 0.05 - 0.08 (Hair et al., 2013).

### Structural Equation Modeling (SEM): Step-Two Approach with Full-SEM

Based on the data that has been validated according to the measurement equation model through the first step approach, further analysis can be carried out with a second-step approach or full structural equation model. This approach emphasizes on testing the theoretical model or framework of this research (see Figure 1 and the hypotheses previously described).

The final output shows that the structural equation model is fit and satisfactory for sample data with  $x^2(206) = 149.476$  at  $p < .001$ ;  $x^2/df = 1,823$ , GFI = 0,915, CFI = 0,959 and TLI = . 947, RMSEA = 0.063. This output also shows that all loading factors in the model are significant at  $p < .001$ . As explained earlier, goodness-of-fit statistics (i.e.  $x^2$ ) must display  $p > .05$  to get a good and fit model.

A clearer picture of this structural equation model can be displayed as follows:

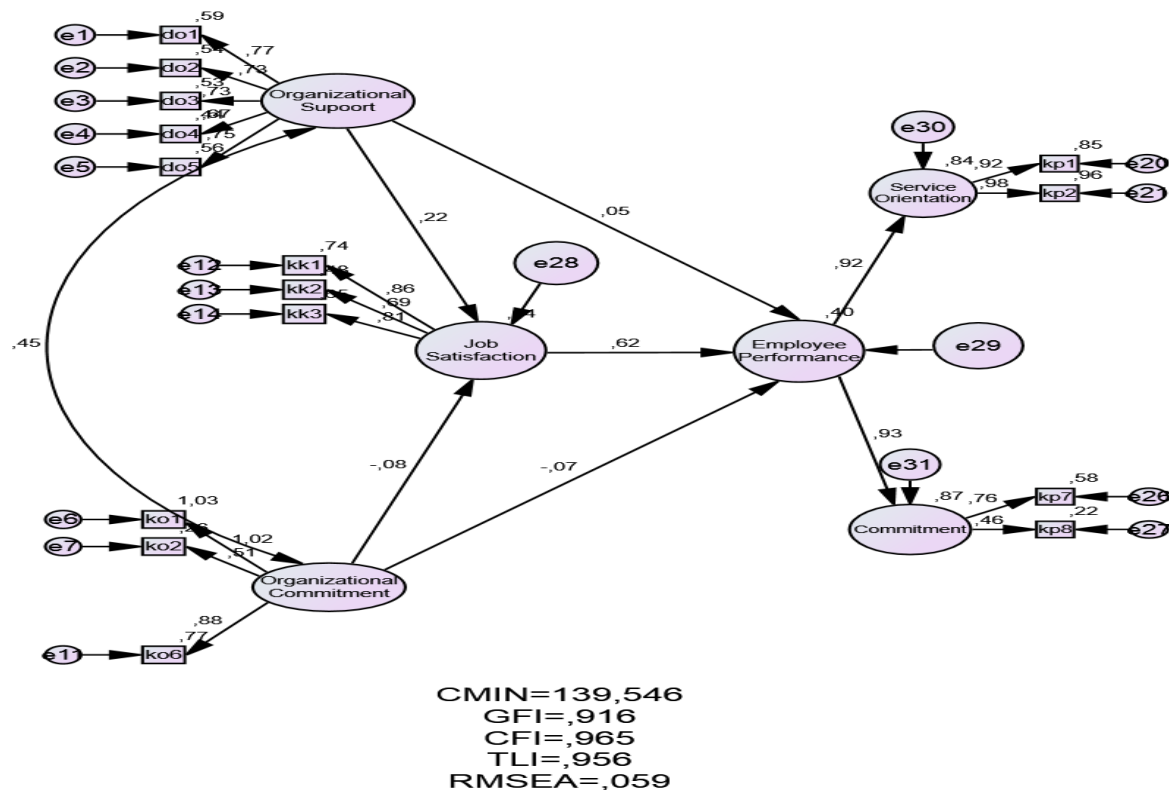


Figure 4. Full Structure Equation Modeling

In the context of the regression coefficients of the structural model as shown in the above figure presents that the structural regression coefficient or not all paths are significant at  $p < .05$ . Specifically, organizational support (0.33), and organizational commitment (-0.04 \*), and it is only able to explain 9.7% of the variance (Squared Multiple Correlation) on job satisfaction. The coefficient of determination or Squared Multiple Correlation (SMC) = 9.7% or the estimated variance is explained by the predictor variables. In detail, it is estimated that predictors (organizational support and organizational commitment) can explain 9.7% of the variance on job satisfaction, which means that the error variance to predict job satisfaction is around 90.3% due to it is explained by other factors.

In addition, the output also shows that the correlation coefficient value of organizational support (-0.09 \*), organizational commitment (0.08 \*) and job satisfaction (0.64) and is able to explain 39.3% of the variance (SMC) on employee performance. The results show that job satisfaction (0.64 correlation coefficient on structural) has an important impact compared to other factors. From these results, it can also be explained that there are 60.7% of the error variance to predict employee performance or in other words explained by other factors.

**Direct Hypothesis Testing**

The next step is testing the hypothesis based on the critical ratio (CR) and the probability (P). the results of processing must be a value that is referenced, namely  $CR > 1.96$  with  $P < 0.05$ .

If the processed output displays the number meets the requirements, the hypothesis can be accepted. The table below explains the regression results that connect among constructs.

Table 1: Relationship among Constructions

			Estimate	S.E.	C.R.	P	Label
Job_Satisfaction	<--	Organizational_Support	.381	.112	3.408	***	par_13
Job_Satisfaction	<--	Organizational_Commitment	-.039	.083	-.470	.639	par_14
Employee_Performance	<--	Organizational_Support	-.088	.086	-1.026	.305	par_12
Employee_Performance	<--	Organizational_Commitment	-.072	.063	-1.134	.257	par_15
Employee_Performance	<--	Job_Satisfaction	.534	.075	7.148	***	par_16

Source: Output of Data Analysis (2020)

The results from the above table show that the criteria value of C.R. and the P value that meets the requirements is only the variable of organizational support for satisfaction (C.R. = 3.408 and P = 0.001) and satisfaction with employee performance (C.R. = 7.148 and P = 0.000).

### Indirect Hypothesis Testing

According to Barling et al. (2004) it is important to realize that several important cases can be truly tested, for example the existence of mediation in relationships as described by Baron and Kenny (1986).

The following table presents the results of a hierarchical regression analysis that explains the change in the value of influence/relationship from before the mediation effect to after the mediation effect (job satisfaction) between organizational support variables and employee performance.

Table 2. Hierarchical Regression Analysis Results  
 Model Summary(c)

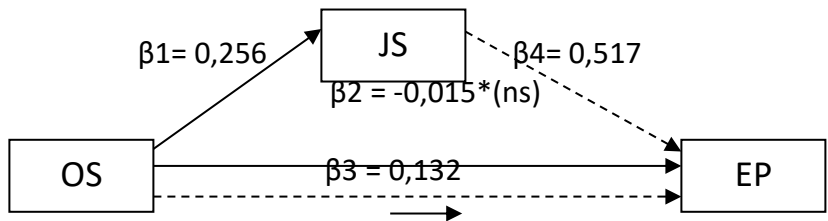
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.117(a)	.014	.009	2,790	.014	2,823	1	204	.094
2	.513(b)	.264	.256	2,417	.250	68,891	1	203	.000

a Predictors: (Constant), Organizational\_Support

b Predictors: (Constant), Organizational\_Support, Job\_Satisfaction

c Dependent Variable: Employee\_Performance

Then, this picture will also discuss the effect of mediating variables (job satisfaction) between these relationships.

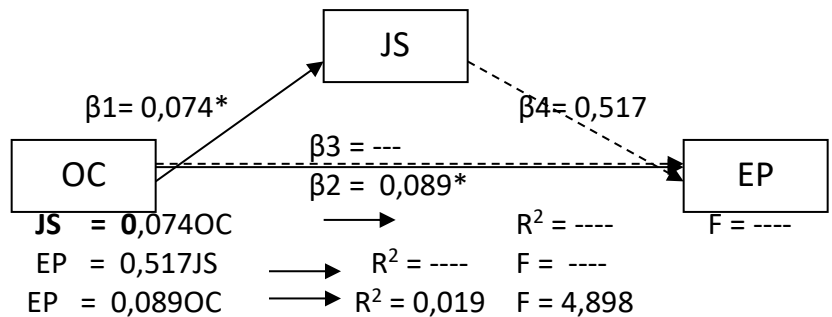


JS = 0,256OS	→	R <sup>2</sup> = 0,264	F = 68,891
EP = -0,015OS	→	R <sup>2</sup> = 0,014	F = 2,823
<u>EP = 0,517JS + 0,256OS</u>	→	R <sup>2</sup> = 0,250	F = 36,327
P < .05			

**Figure 4.3. The Mediating Effect of Job Satisfaction between Relationship of Organizational Support and Employee Performance.**

Based on the explanation above, the methods associated with Baron and Kenny (1986) are ( $\beta_1 = 0.256, p < .05$ ); ( $\beta_2 = -0.015, p > 0.05$ ); ( $\beta_3 = 0.132, p < .05$ ), and ( $\beta_4 = 0.517, p < .05$ ). This means that the variable "job satisfaction" has the role of being fully mediated (Fully mediation) between the independent variable of "organizational support" and the dependent variable of "employee performance".

Furthermore, the following figure will explain the relationship between "organizational commitment" as an independent variable and "employee performance" as the dependent variable. Then, this picture will also discuss the effect of mediating variables (job satisfaction) between these relationships.



JS = 0,074OC	→	R <sup>2</sup> = ----	F = ----
EP = 0,517JS	→	R <sup>2</sup> = ----	F = ----
EP = 0,089OC	→	R <sup>2</sup> = 0,019	F = 4,898

**Figure 4.4. The Mediating Effect of Job Satisfaction between Relationship of Organizational Commitment and Employee Performance**

Based on the results of the regression analysis, it was identified that there was no positive and significant relationship between organizational commitment variables and job satisfaction, which was described by  $\beta_1 = 0.074 *$ , and  $p > 0.05$ . Furthermore, there is no significant relationship between

organizational commitment variables and employee performance. This is evidenced by  $\beta_2 = 0.089^*$ , and  $p > 0.05$ . Because the relationships between these variables are not significant, and when linked to the methods of Baron and Kenny (1986), the mediating effect of the job satisfaction variable cannot be identified. Therefore, it can be concluded that there is no mediating effect of job satisfaction on the relationship between organizational commitment variables and employee performance.

Based on the above justification, there are 7 hypotheses in this study that have been verified by statistical analysis. All of these hypotheses consist of 5 hypotheses (H1 - H5) which describe the direct effects and 2 hypotheses that describe indirect effects (H6 and H7). For more detail, the description of the accepted or rejected hypotheses in this study can be seen as in the following table.

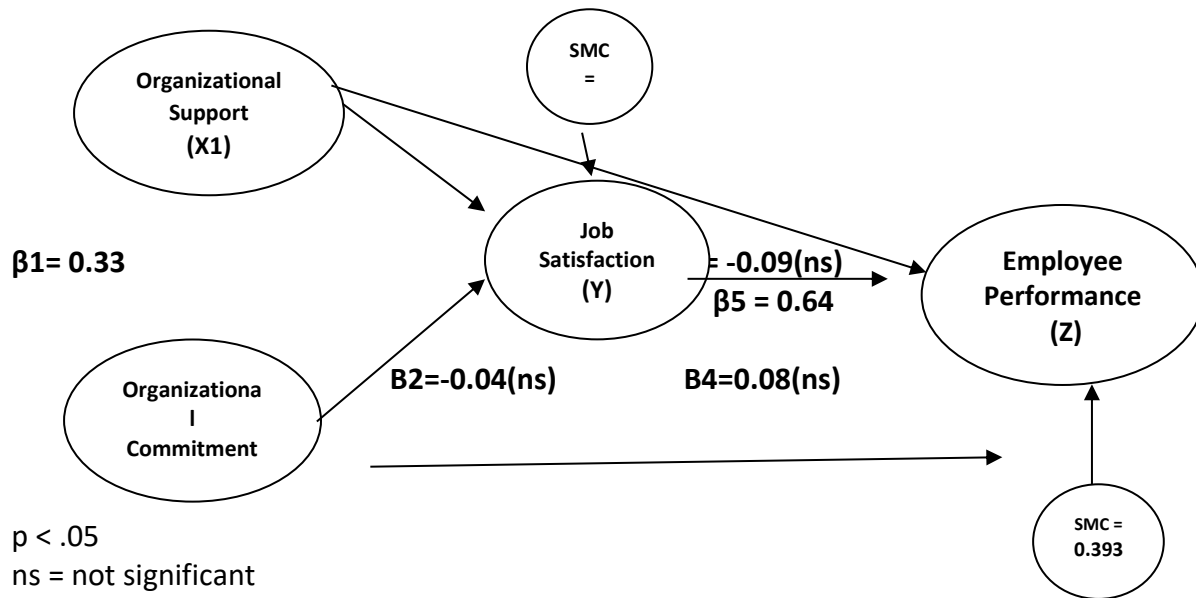
**Table 5. Summary of Hypotheses Testing**

	Hypotheses	Conclusion
H1	Organizational support influences job satisfaction at the Aceh Provincial Education Office.	Not Rejected
H2	Organizational commitment influences job satisfaction at the Aceh Provincial Education Office.	Not Accepted
H3	Organizational support influences the performance of the Aceh Provincial Education Office.	Not Accepted
H4	Organizational commitment influences the performance of the Aceh Provincial Education Office.	Not Accepted
H5	Job satisfaction affects the performance of the Aceh Provincial Education Office.	Not Rejected
H6	Organizational support indirectly influences on employee performance through job satisfaction with the Aceh Provincial Education Office.	Not Rejected
H7	Organizational commitment indirectly influences on performance through job satisfaction at the Aceh Provincial Education Office.	Not Accepted

**Source: Data Analysis, 2018**

Based on the discussion above and the results of the analysis, the final model of this study is:





### Discussion

Organizational support based on regression analysis, shows to have a positive and significant relationship with job satisfaction ( $H_1$ ). This condition means that the better organizational support for the Aceh Education Agency has in fact affected the increasing job satisfaction of employees. These results are consistent with Agustiningrum and Suryanto (2013), and James N. Kurtessis (2015) who also justify that there is a strong role between organizational support and job satisfaction.

Furthermore, when related to employee performance, the results of the analysis show that there is no positive and significant relationship between organizational support and employee performance ( $H_3$ ). This means that increasing organizational support will not have a positive impact on improving employee performance at the Aceh Education Office. This finding is not in line with Harris and Kacmar (2018); and Flippo (2013) who found that there was an influence of organizational support with employee performance.

However, the role of variables plays a role as a full mediator in this research model in terms of indirectly increasing employee performance caused by organizational support ( $H_6$ ). This condition is supported by the finding that job satisfaction has a positive and significant impact on employee performance ( $H_5$ ). These findings are similar to the views of Muna Ahmed Alromaihi, Alshomaly and George (2017); Kappagoda (2012; Indermun and Bayat (2013); Aziri (2011).

The variable organizational commitment is proven to not have a positive and significant relationship with job satisfaction ( $H_2$ ) and employee performance ( $H_4$ ). This condition means that the better organizational commitment at the Aceh Education Office does not affect the increasing job satisfaction and performance of employees. In relation to job satisfaction, these findings are not in line with Suma and Lasha (2013); and Robbin and Judge (2012: 99), and its relation to employee performance, this is not in line with the arguments of Nasution (2006) and Sopiah (2012).

### Conclusion and Recommendation

As conclusion, this study indicates that organizational support has a positive and significant effect on received job satisfaction, and it's subsequently on employee performance at Aceh Provincial Education Office. Received organizational support has a role as fully mediation between these relationships (independent and dependent variables).

Based upon this above research finding, it has confirmed to minimize misunderstanding among academicians and practitioners. In other words, this study has provided a contribution to academic strengthening that relates organizational support and organizational commitment to job satisfaction and its impact on employee performance.

Regarding the research finding, it can be recommended that in order to encourage job satisfaction and performance for staff of the Aceh Provincial Education Office, it needs to apply organizational support better than previous by incorporate some improvements, namely: increasing respect and confidence, developing inspiration and satisfaction, increasing intellectual abilities and increasing special attention for achievement. Replication of this research still needs to be conducted by adding other variables, in order a better model will be obtained.

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