

The role of organizational support in moderating the effect of competence and organizational commitment on management performance

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ABSTRACT

This study aimed to develop a conceptual model of the role of organizational support in moderating the effect of competence and organizational commitment on management performance. The population was 150 managers of the National Sports Committee of Indonesia in the city, regency and province of Riau. The entire population was sampled and the data was processed using Structural Equation Modeling Partial Least Square (SEM PLS). The study found that competence and organizational commitment have no effect on management performance and organizational support acts as the moderator of the effect of competence and organizational commitment on management performance. Organizational support is a pure moderator that amplifies the effect of organizational commitment on management performance.

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1. Introduction

McCormick and Tiffin (1979) define performance as quantity, quality, and time used in carrying out tasks. Meanwhile, according to Robbins and Judge (2012), performance is the form of work produced by a person. Bernardin and Russel (2006) defines performance as a record of outcomes resulting from a particular activity over a certain period of time. Many factors influence performance such as, among others, commitment, culture, organizational citizenship behavior and innovative work behavior (Fitrio et al., 2020). Several studies stated that competence have an effect on performance (Dewi et al., 2020; Murgianto et al., 2016; Srikaningsih & Setyadi, 2015; Manullang & Wardini 2021; Saputri & Muhsin, 2018; Purwanto & Soliha, 2017; Sarboini et al., 2018), however, some studies found otherwise (Noel et al., 2017; Hanafi & Ony, 2016; Poovathingal & Kumar, 2018). It is this inconsistency in the effect of competence on performance that motivated the researchers to investigate and attempt to find a solution for such a research gap. The researchers also found a study stating that organizational commitment has an effect on performance (Isnain, 2013; Arnu, 2017; Yeh & Hong, 2012; Al-Zafeiti & Mohammad, 2017), however, several studies also stated that organizational commitment does not influence performance (Purwanto & Soliha, 2017; Waterkamp et al., 2017; Suwibawa et al., 2018). The researchers conducted a theoretical and empirical study for solutions to the research gap on the effect of competence and organizational commitment on management performance. The logic of thinking constructed by the researchers is that high competence and commitment that are reinforced by sufficient organizational support can potentially improve management performance. This study emphasizes the importance of organizational support as a moderating variable in the improvement of management performance. Ultimately, this study aimed to develop social exchange theory where social interaction and exchange occurring among managers of the National Sports Committee of Indonesia with high competence and commitment reinforced with the support from local government can potentially improve management performance.

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2. Literature Review

2.1 Social Exchange Theory

Social exchange theory was proposed by Blau in 1964. The theory states that employees tend to develop high-quality relationships based on who they interact with, how they interact, and how their experience of interaction was (Blau, 1964; Cropanzano & Mitchell, 2005). When employees are treated fairly and respectfully, they tend to view a relationship as a social exchange rather than an economic exchange (Blau, 1964; Astarina, 2021). Consequently, they tend to reciprocate by putting extra effort or dedication into the job (Brown, 2009) and be willing to get more involved in the job (Schneider et al., 2009).

2.2 Management Performance

According to Mangkunegara (2009:76), performance is qualitative or quantitative work outcomes achieved by an employee in executing their tasks or duties in accordance with the responsibility assigned upon him. Daft (2020:8) stated that performance is based on an organization's ability to meet organizational goals through the efficient and effective use of resources. McCormick & Tiffin (1979) defines performance as quantity, quality, and time used in carrying out a job.

Gibson (2004) conveyed three factors that influence performance, namely: 1) Individual factors: abilities, skills, family background, work experience, social level and demographics of a person, 2) Psychological factors: perception, job stress, role, attitude, personality, motivation and job satisfaction, and 3) Organizational factors: organizational structure, job design, leadership, and reward system. Handoko (2016:98) conveyed several factors that influence performance, namely: 1) skills or experience, 2) education, 3) age, 4) supporting facilities, 5) enthusiasm and passion for work, and 6) motivation.

Mathis et al. (2015) presented 5 indicators in measuring performance, namely: 1) Quantity of Output, 2) Quality of Output, 3) Timelines of Output, 4) Presence at work, and 5) Efficiency of Work Completed. Bernardin & Russel (1993:145) presented six criteria in measuring performance, namely: 1) Quality, 2) Quantity, 3) Timeliness, 4) Cost Effectiveness, 5) Need for Supervision, and 6) Interpersonal impact.

2.3 Competence

Spencer (1993: 9) expressed that individual competence means attitudes and behavior, or individual abilities that are relatively stable when faced with a situation at work which is formed from the synergy between character, self-concept, internal motivation, and contextual knowledge capacity. According to Wibowo (2016:271), competence is an ability to carry out or perform a job or task based on skills and knowledge and supported by the work attitude required by the job. Zwell (2000) proposed ways to improve competence: 1). Buy, namely by replacing old employees with new ones, 2). Build, namely by investing in employees by improving their quality for the better, 3). Borrow, namely by seeking out competent human resources, 4). Bounce, namely by removing employees who fail to perform tasks according to standards and 5). Bind, namely by binding critical and competent employees. Spencer (1993:32) expressed several components or characteristics that shape competence, namely: 1) Motives, 2) Traits, 3) Self-Concept, 4) Knowledge, and 5) Skills. Furthermore, Spencer (1993:34) classified competence dimensions into: 1) intellectual competence, 2) emotional competence, and 3) social competence.

2.4 Organizational Commitment

According to Mowdey et al. (1982), commitment is defined as a) a strong belief in the organization, values and organizational goals, b) a desire to give the best effort to the organization, and c) a strong desire to maintain membership (employment) in the organization. Furthermore, organizational commitment is expressed as the degree to which a person identifies himself as part of the organization and wishes to continue active participation in it. Allen and Meyer (1993) stated that organizational commitment is emotional attachment, identification, and involvement of employees in the company, as well as the desire to remain a member of the company. Franke and Felfe (2011) state the conceptual framework, antecedents, correlations, and consequences of organizational commitment: job characteristics, compensation, work climate, leadership, age, education, organizational justice and organizational support are factors that influence organizational commitment. Allen and Meyer (1993) expressed three components of organizational commitment, namely: affective commitment, continuance commitment, and normative commitment. What the three components have in common is the consideration of commitment as a psychological condition that describes an individual's relationship with the organization, and having an implication in the decision whether to continue one's membership in an organization.

2.5 Organizational Support

Rhoades and Eisenberger (2002:698) defined organizational support as employees' global beliefs about the extent to which the organization cares about their well-being and values their contributions. The global belief in question is the consistency of employees regarding various assessments from the organization that may be given to them and various actions that the organization can take, both beneficial and detrimental for them. Robbins and Judge (2012:103) defined organizational support as the degree to which employees believe the organization values their contributions and cares about their well-being. Si-valogathan and Hashim (2013) stated that organizational support has an effect on social exchange which in this case is in

the form of superior work performance, organizational citizenship behavior, relative absenteeism, and relative lateness. Eisenberg et al. (2001) suggested several measurement indicators of organizational support, namely: 1) fairness, 2) superior support, 3) organizational rewards and 4) work conditions.

2.6 Conceptual Model and Hypothesis

The conceptual model to be tested is presented in Fig. 1.

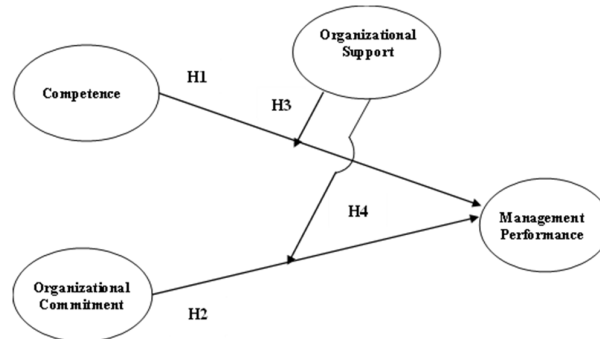


Fig. 1. The Conceptual Model of the Study
Sources: Processed data

Based on empirical and theoretical studies, inconsistency was still found in the research results of the effect of competence and organizational commitment on management performance. Therefore, the researchers proposed the following hypotheses:

- H1.** *Competence has a positive effect on management performance.*
- H2.** *Organizational commitment has a positive effect on management performance.*
- H3.** *Organizational support moderates the effect of competence on management performance.*
- H4.** *Organizational support moderates the effect of organizational commitment on management performance.*

3. Method

This study was a causal association study. A causal association study aimed to identify the relationship between two or more variables. With this type of study, a model to explain, forecast and control a symptom could be developed. A causal relationship was a cause-and-effect relationship, where one of the variables (independent) influenced the other variables (dependent) (Sugiyono, 2011:55). The subject of this study was managers of the National Sports Committee of Indonesia of the city, regency and province of Riau. The population was 150 managers where all of them were sampled. To measure management performance, measurement indicators were developed from Bernardin & Russel (2006) and Mathis & Jackson (2011), namely: 1) Quality of work, 2) Quantity of work, 3) Initiative, 4) and Cooperation with various parties. Management performance was measured with 6 questionnaire statements. Measurement indicators of competence were developed from Spencer & Spencer (1993), namely: 1) Motives, 2) Knowledge, and 3) Skills. Competence was measured with 6 questionnaire statements. Measurement indicators of organizational commitment were developed from Allen and Meyer (1993), namely: 1) affective commitment, 2) continual commitment, and 3) normative commitment. Organizational commitment was measured with 6 questionnaire statements. Measurement indicators of organizational support were developed from Eisenberg et al. (2001), namely: 1) appreciation of contributions, 2) care and pride in achievements, and 3) care for welfare. Organizational support was measured with 6 questionnaire statements. To test the conceptual model, structural equation modelling (SEM) Smart PLS 3.3 was used.

4. Results and Discussion

The respondents of this study were 150 people with 62% of them having a bachelor's education background and the majority of them having a tenure of 10-15 years. 39% of the respondents aged 49-57 years old. Thus, it can be concluded that the respondents are educated, experienced and mature. Respondents' response to management performance is high with initiative having the highest value and quantity having the lowest value. Respondents' response to competence is high with skills having the highest value while knowledge having the lowest value. Respondents' response to organizational commitment is high with continual commitment having the highest value and affective commitment having the lowest value. Respondents' response to organizational support is high with appreciation having the highest value and care for welfare having the lowest value. The following is the path model of the study:

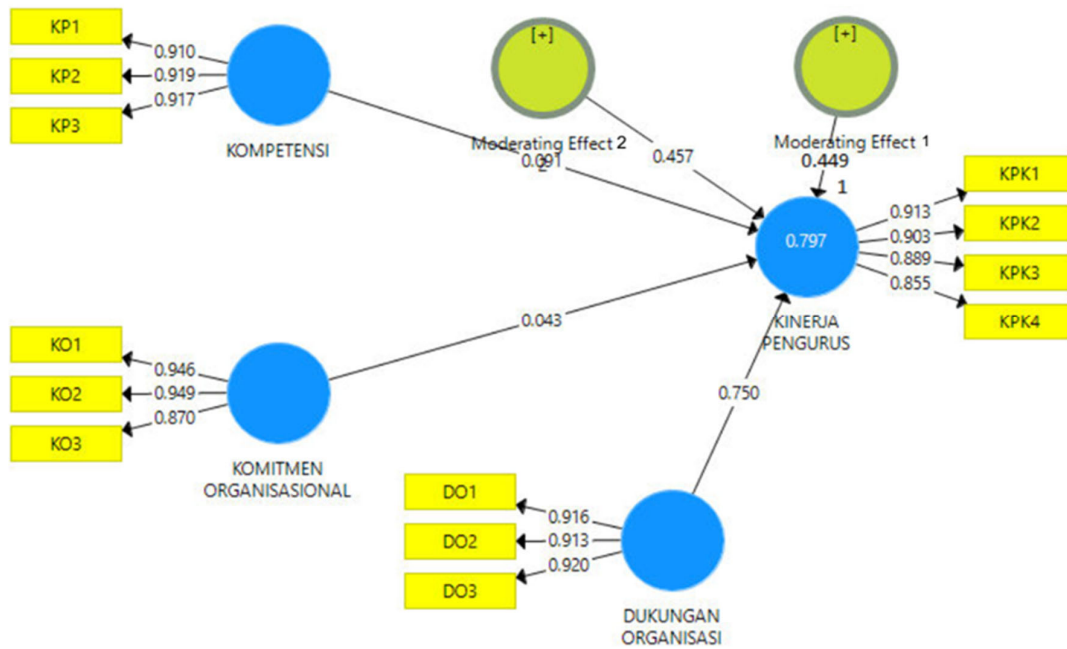


Fig. 2. The Study's Path Model
Sources: SmarPLS 3.3 Programs

4.1 Measurement Model Analysis (Outer Model)

4.1.1 Convergent Validity Test

The results convergent validity test in this study are presented in table 1 below:

Table 1
Factor Loadings

Variables	Indicators	Factor Loadings
Competence	KP1: Motives	0.910
	KP2: Knowledge	0.919
	KP3: Skills	0.917
Organizational Commitment	KO1: Affective Commitment (Trust in the organization)	0.946
	KO2: Continual Commitment (Involvement in activities)	0.949
	KO3: Normative Commitment (Putting organizational interests first)	0.870
Organizational Support	DO1: Appreciation toward management's contribution	0.916
	DO2: Care and pride in achievements	0.913
	DO3: Care for management's welfare	0.920
Management Performance I	KPK1: Work Quality	0.913
	KPK2: Work Quantity	0.903
	KPK3: Initiative	0.889
	KPK4: Cooperation with other parties	0.855

Sources: SmarPLS 3.3 Programs

Based on the results of the convergent validity test in the table above, if the factor loading value is < 0.5, the variable must be removed from the model and re-estimated for factor loading value. By removing several factor loadings < 0.5, all indicators that were used to continue the analysis to the next stage were considered meeting the convergent validity if all factor loadings were > 0.5 (Hair et al., 2017). Because all loading factors in this study > 0.5, it means that all indicators are valid to form a variable construct.

4.1.2 Discriminant Validity Test

The results of the discriminant validity test of the research data are presented in Table 2:

Table 2
Discriminant Validity

INDICATORS	Organizational support	Management Performance	Organizational Commitment	Competence
DO1: Appreciation toward management's contribution	0.916	0.718	0.658	0.712
DO2: Care and pride in achievement	0.913	0.787	0.726	0.714
DO3: Care for management's welfare	0.920	0.779	0.757	0.665
KO1: Trust in the organization	0.711	0.690	0.946	0.506
KO2: Involvement in activities	0.744	0.774	0.949	0.533
KO3: Putting organizational interests first	0.705	0.640	0.870	0.548
KP1: Motives	0.727	0.638	0.501	0.910
KP2: Knowledge	0.709	0.625	0.561	0.919
KP3: Skills	0.644	0.557	0.508	0.917
KPK1: Work Quality	0.723	0.913	0.768	0.550
KPK2: Work Quantity	0.758	0.903	0.798	0.492
KPK3: Initiative	0.785	0.889	0.640	0.703
KPK4: Cooperation with other parties	0.691	0.855	0.486	0.633

Sources: SmarPLS 3.3 Programs

As seen in Table 2 above, a model is said to have good discriminant validity if each load value of indicators of a latent variable is greater than other correlated variables (Hair et al., 2017). The cross-loading value for each indicator in this study was greater than the other latent variables. It shows that each variable has a good discriminant variable.

4.1.3 Construct Reliability Test

Average Variance Extracted (AVE) showed a value of >0.5 and Composition Reliability (CR) showed a value of >0.7 , meaning that the construct developed is good or reliable (Hair et al., 2019). Below is a Construct Reliability table:

Table 3
Construct Reliability

Variables	AVE	Composite Reliability
Competence (KP)	0.838	0.939
Organizational Commitment (KO)	0.851	0.945
Organizational Support (DO)	0.840	0.940
Management Support (KPK)	0.792	0.938

Sources: SmarPLS 3.3 Programs

4.1.4 Measurement Model Analysis (Inner Model)

Coefficient of Determination (R^2)

The following is R-Square values in this study:

Table 3
R-Square

Variables	R Square
Competence	-
Organizational Commitment	-
Management Performance	0.797

Sources: SmarPLS 3.3 Programs

The R^2 results of 0.67, 0.33 and 0.19 indicate that the model is "good", "moderate", and "weak" (Hair et al. 2019). Based on table 3, the R-Square value for the managerial performance variable was 0.488, meaning that the percentage of the effect of the competence, organizational commitment, organizational support variables was 79.7% and the model is considered good.

4.2. Hypothesis Analytics

The results of the hypothesis tests are presented in table 4 as follows:

Table 4
Hypothesis Testing Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
COMPETENCE → MANAGEMENT PERFORMANCE	0.091	0.093	0.068	1.328	0.185
ORGANIZATIONAL COMMITMENT → MANAGEMENT PERFORMANCE	0.043	0.047	0.111	0.384	0.701
Moderating Effect 1 → MANAGEMENT PERFORMANCE	0.449	0.447	0.075	1.985	0.048
Moderating Effect 2 → MANAGEMENT PERFORMANCE	0.457	0.452	0.104	4.404	0.000

Sources: SmarPLS 3.3 Programs

The first hypothesis saying that competence has a positive effect on the performance of the managers of the National Sports Committee of Indonesia is rejected because the p-value >0.05 , meaning that competence has no effect on the performance improvement of the managers of the National Sports Committee of Indonesia. This result does not corroborate the social exchange theory where social exchanges and interactions that occur among the management of the National Sports Committee of Indonesia in the cities, regencies and province of Riau with good competence cannot improve the management performance. This result is in line with (Noel et al., 2017; Hanafi & Ony, 2016; and Poovathingal & Kumar, 2018) stating that competence has no effect on management performance.

The second hypothesis saying that organizational commitment has a positive effect on the performance of the managers of the National Sports Committee of Indonesia is rejected because the p-value >0.05 , meaning that organizational commitment has no effect on the performance improvement of the managers of the National Sports Committee of Indonesia. This result does not corroborate the social exchange theory where social exchanges and interactions that occur among the management of the National Sports Committee of Indonesia in the cities, regencies and province of Riau with good competence cannot improve the management performance. This result is in line with Purwanto & Soliha, 2017; Waterkamp et al., 2017; Suwibawa et al., 2018 stating that organizational commitment has no effect on management performance.

The third hypothesis saying that organizational support moderates the effect of competence on the performance of managers of the National Sports Committee of Indonesia is accepted because the p-value <0.05 , meaning that organizational support plays a role in reinforcing competence to improve management performance. This result corroborates the social exchange theory where social exchanges and interactions that occur among the management of the National Sports Committee of Indonesia in the cities, regencies and province of Riau with good competence and reinforced by organizational support can improve the management performance.

The fourth and final hypothesis saying that organizational support moderates the effect of organizational commitment on the performance of managers of the National Sports Committee of Indonesia is accepted because the p-value <0.05 , meaning that organizational support plays a role in reinforcing organizational commitment to improve management performance. This result corroborates the social exchange theory where social exchanges and interactions that occur among the management of the National Sports Committee of Indonesia in the cities, regencies and province of Riau with high commitment and reinforced by organizational support can improve the management performance.

5. Conclusions

This study aimed to develop a social exchange theory through a conceptual model of management performance, competence, organizational commitment, and organizational support. The results show that competence and organizational commitment have no effect on management performance and organizational support plays a role in moderating the effect of competence and organizational commitment on management performance. Thus, it can be concluded that this model can support the social exchange theory where social exchanges and interactions with competence and high commitment reinforced with organizational support can improve management performance. From the managerial perspective, the managers of the National Sports Committee of Indonesia in the cities, regencies and province of Riau should take a closer look at the lowest achievement of each indicator such as knowledge, affective commitment, care for welfare, and result quantity because the respondents believe that they can still be improved. For that, efforts are needed so that these indicators can have a more significant role in improving the performance of the National Sports Committee of Indonesia in the cities, regencies and province of Riau. The non-existent effect of competence and commitment on management performance should receive particular attention especially by providing training facilities to improve the competence and emotional attachment of the management to the organization.

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