



# Implementation of Perceived Organizational Support (POS) to Support Employee Performance: A Case Study of the Yogyakarta Regional Personnel Agency

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## A B S T R A C T

The purpose of this study was to analyze and elaborate on the role of Perceived Organizational Support (POS) in supporting the performance of employees at the Regional Personnel Agency (BKD), Special Region of Yogyakarta. POS is an employee's perception of how the organization contributes and cares about their well-being. In this study, researchers identified a number of factors thought to play a role in employee perceptions of the organization, namely organizational justice (four model justice), supervisor support, organizational rewards, and job conditions. This research is descriptive qualitative with data collection techniques carried out by conducting structured and in-depth interviews with key informants. The results showed that employees perceive the organization to treat them fairly (in terms of procedural, interpersonal, informational, and distributive). Employees also perceive getting good support from supervisors, the organization has implemented a good reward system (intrinsic and extrinsic) and conducive working conditions. In line with that, the results of this study indicate that BKD employees perceive the organization as contributing to and caring about their well-being.

## INTRODUCTION

Human Resources (HR) is no longer seen only as a means of production to achieve organizational goals but has become an important asset for organizations to be maintained and developed. This is not only implemented in the private sector, but also applies to HR management in the public sector. In the public sector, bureaucratic reform seeks to transform the Indonesian bureaucracy, which started from a rule-based bureaucracy, slowly shifting toward dynamic governance (Khobiburrohma, Margareta, and Hasbullah, 2020). This is in line with the shift in the management of the state civil apparatus, which was originally still using the concept of personnel administration, which has now led to the development of human capital potential (Ramadhan, 2019).

In line with that, the President of the Republic of Indonesia has now mandated five national work priorities for 2020-2024, one of which emphasizes the development of human resources to improve quality and competitive human resources. The government's attention in terms of human resource development has also been stated in the 2020-2024 National Medium-Term Development Plan (RPJMN) with seven development agendas which include: strengthening economic resilience as a quality and equitable growth effort, developing regions to minimize inequality, improving the quality of human resources. Competitiveness, mental revolution and cultural development, strengthening infrastructure to support economic development and basic services, building the environment, increasing disaster resilience and climate change, and strengthening Polhukhankam stability and public service transformation. (RPJMN, 2019).

This shows the government's commitment to human resources, which is seen as the main capital in national development and improvement of the Indonesian economic system. One of the government's steps in creating quality and

competitive human resources, especially in the public sector, is implementing a system in the management of Civil Servants (PNS). This system is currently known as the merit system. The merit system has been mandated for its implementation in Law Number 5 of 2014 concerning the State Civil Apparatus (ASN) to improve the management of the state civil apparatus. The merit system is described as a form of policy in the management of ASN that focuses on competence, performance, and qualifications that are applied fairly and without discrimination. The main purpose of the merit system is to confirm that positions in the government bureaucracy have been occupied by employees who have met the requirements and qualifications.

The merit system in the public sector was developed with several principles as stated in Government Regulation No. 11 of 2017 concerning Civil Servant Management which outlines nine merit system principles consisting of all positions have standard competency positions, planning employee needs according to workload, implementation selection and promotion are held openly, have career management consisting of planning, development, career patterns, and succession plans obtained based on talent management results, provide rewards and apply sanctions based on objective and transparent performance assessments, establish a code of ethics and code of conduct State Civil Apparatus, plans and provides opportunities for competency development based on performance appraisal results, provides protection to ASN employees from acts of abuse of authority and has an integrated competency-based information system and can be accessed by all ASN employees.

The concept of a merit system that is implemented based on these nine principles can be considered as a form of organizational support for its employees. Organizational support is better known as Perceived Organizational Support (POS). POS was developed by Eisenberger et al. (1986) defined POS as a form

of employee belief about the extent to which the organization values contributions and cares about their well-being. Relation to HR management, [Astuti, Sapta, and Sudja \(2018\)](#) emphasized that HR management which includes education, training, career development, and job security has a positive impact on organizational commitment. This means that the better the HR management in the organization, the more positive the employee's perception of the organization. [Alfes et al. \(2013\)](#) also, employee's perceptions of HR managers have a fundamental role in increasing employee involvement in the organization. Research on POS has been done by many researchers. [Weny et al \(2021\)](#) in his research, he examined the effect of POS on employee performance at the Medan Cendana Polytechnic using questionnaires and statistical calculations. The results showed that POS played a role in improving employee performance. Research conducted by [Metria dan Riana \(2018\)](#) quantitatively show that employees who receive support from their organizations are proven to be able to increase organizational commitment to work which has implications for the better performance displayed by employees at the Denpasar City Population and Civil Registration Office. Furthermore, research by [Mursidta \(2017\)](#) shows that employees with a positive outlook will almost certainly improve their performance within the company, as evidenced by the achievement of the company's targets for three consecutive years.

The Provincial Government of the Special Region of Yogyakarta (DIY) is a local government agency that has long built a merit system. The seriousness of the DIY government in implementing the merit system can be seen in several achievements. Based on the report on the assessment of the application of the merit system by the State Civil Apparatus Commission (KASN) in 2018, DIY Province was in category III with the predicate "Good" then, in 2019, it was still in the category with the same predicate. After making several improvements based on the results of the KASN assessment in 2020, the DIY Provincial Government entered category IV with the title "Very Good," along with two other provinces ([bkd.jogjapro.go.id](http://bkd.jogjapro.go.id)).

A merit system as a form of improving public sector HR management and as an organizational effort to support HR development is expected to produce good employee performance. Of course, if this support can be met properly, employees will positively perceive what the organization has done, ultimately improving their performance. Employee POS is said to be good if several aspects have been fulfilled, as stated by [Eisenberger et al. \(1986\)](#), related to justice, superior support, rewards and working conditions. Based on the facts stated, the researcher considers it necessary to study more deeply to see how the perceived organizational support of Civil Servants in the DIY Provincial Government is in the study of the DIY Provincial BKD.

## METHOD

This research is intended to elaborate the role of POS employees in BKD Yogyakarta Special Region. This research was conducted with a qualitative approach. Data collection techniques were carried out through in-depth interviews with structured type. The key resource persons in this study were (four) civil servants who were representative of the BKD of the Special Region of Yogyakarta. Data analysis was carried out through three stages, namely data condensation, data display, and conclusion drawing.

## RESULTS AND DISCUSSION

### *Dimensions of Justice: Procedural Justice*

Procedural justice concerns fairness in distributing resources among BKD employees of the Special Region of Yogyakarta. The interview results show that employees get jobs based on the duties and functions of the positions carried out by each employee, who refers to the Regulation of the Minister of Administrative Reform and Bureaucratic Reform Number 41 of 2018 concerning the Nomenclature of the Position of Implementing Civil Servants. Employees carry out work by the Employee Performance Target (SKP) responsibly. In addition to the main tasks, BKD employees of the Special Region of Yogyakarta also sometimes get additional tasks from the leadership. This additional task given to the employee is not much different from the main task in that position.

The interviews showed that the various tasks assigned to employees were accepted sincerely. However, some of these additional tasks were also obtained from other units that were not by the duties of the employee concerned. This additional task is sometimes more difficult because employees must perform their main tasks simultaneously. The severity of a given task depends on how the attitude of each employee perceives the task. If the task is perceived as heavy, then the task feels heavy, and vice versa. Other procedural fairness indicators, namely, implementing the transfer and promotion of BKD employees of the DIY Province, are carried out according to the applicable mechanisms and provisions.

Provisions for implementing employee transfers are contained in the Regulation of the State Civil Service Agency (BKN) Number 5 of 2019 concerning Procedures for Implementing Transfers. The transfer is the transfer of duties and locations within 1 (one) central agency, between central agencies, 1 (one) regional agency, between regional agencies, between central agencies and regional agencies, and to representatives of the Indonesian state abroad and at their request. In this process, the problem that most often arises is when there are employees who are about to transfer or are promoted to other areas far from their place of residence, so far as the Yogyakarta area so that employees ask for a lot of negotiations related to their move to influence the transfer/promotion decision to the Head of the Transfers Division. However, it is expressly stated that the leadership cannot tolerate fraud if found or violates the rules in the transfer/promotion process. As a result, the employee will be disqualified from the promotion they are participating in.

Based on the results of this study, it shows that employees in the BKD DIY Province getting well procedural justice. If a procedure or policy made by the organization is well and fair then employees will feel they are being treated fairly. Thus, fair treatment is important for employees, because it can show ownership and symbolizes that employees are important organizational assets ([Muchlish, 2020](#)).

### *Dimensions of Justice: Distributive Justice*

Distributive justice concerns the perception of fairness and balance between the inputs given by the DIY Provincial BKD employees and the results received by the organization. Employees perceptions of this indicator indicate that in terms of providing salaries to employees, it's by generally accepted standards based on Government Regulation Number 15 of 2019 concerning the Eighteenth Amendment to Government Regulation Number 7 of 1977 concerning Regulation of Civil

Servants' Salaries for the Basic Salary of Civil Servants. Civil. State Civil Apparatus in the Local Government Environment. Furthermore, to improve the welfare of BPD employees of the DIY Province, additional Employee Income (TPP) is given, the value of which is associated with the assessment of employee attendance and performance as contained in the Decree of the Minister of Home Affairs Number 900-4700 of 2020 concerning Procedures for Approval of the Minister of Home Affairs on Additional Employee Income.

Distributive justice is related to the perception of the results or results received by employees (Folger and Cropanzano, 1998). Distributive justice in this study refers to the provision of compensation consisting of salaries and allowances (as additional income for employees). The results showed that the BKD employees of the DIY Province received their distributive rights fairly based on the applicable provisions and what they received was by the results of their work. Distributive justice relates to equity in the allocation of sources of income. When employees feel they are being treated fairly after participating in a pay/reward sharing plan, they experience feelings of distributive justice (Margaretha, 2012).

#### *Dimensions of Justice: Interpersonal Justice*

Interpersonal justice which involves fairness in the treatment of employees by authority figures during the procedure. Interpersonal relationships between one employee and another employee at the Yogyakarta Special Region BKD are well developed based on kinship. Employees consider other employees as co-workers and a family that strengthens each other. Then, interpersonal relationships between employees and leaders are also well established. This is due to the open attitude shown by the leadership to employees who become subordinates. This openness is manifested in the form of Coffee Morning, held every week on Monday. This activity aims to evaluate the activities carried out in the previous week, identify all problems that occur, and how to prevent problems in activities. In addition, through this activity, projections are made of activities that will be carried out in the following week. In this activity, the leadership provides direction for all inputs, complaints, and opinions from the DIY Provincial BKD employees.

Good interpersonal relationships are also reflected in the creation of good communication with the leadership. Leaders can be invited to communicate about work anytime and anywhere. Interpersonal justice as judgments made by employees about how they are treated fairly by their superiors and other authorities in the organization (Gibson et al., 2014). The results showed that the relationship between the employees and the leadership of the DIY Provincial BKD was well and harmoniously based on kinship and openness. Employees are given space to express opinions, inputs, and obstacles in carrying out work assignments. This result is reinforced by research Paramaatha, et al (2019) which states that the level of interpersonal justice perceived by employees depends on the openness, honesty, dignity, and respect shown by the authorities in an organization.

#### *Dimensions of Justice: Informational Justice*

Informational justice involves providing necessary job-related information to BKD employees of DIY Province. The results showed that employees perceive receiving information very quickly, which includes job information, study assignments, training, and other general information, because it is distributed through the WhatsApp Group platform and social media. In

addition, this information is also conveyed by the leadership directly to employees. This information is not only disseminated to internal parties but also external parties.

Information justice is related to employee's perceptions of the fairness of providing information. DIY Provincial BKD employees get justice in getting information. All employees can quickly access work, training, study assignments, and other general information disseminated through social media. In addition, information is also given directly and explained in detail from the leadership face to face to employees. Thus, information can be conveyed to employees properly, and nothing is covered up other than limited or confidential information.

According to the results of research related to the dimensions of justice, it can be said that BKD employees in the DIY Province get procedural, distributive, interpersonal and informational justice. Overall, it can be said that employees who perceive the organization as having fair treatment tend to have positive attitudes and behavior toward their organization (Elisabeth & Dahesihsari, 2017)

#### *Supervisor Support*

The supervisor plays a key role in acting as a representative of the organization who is responsible for directing, evaluating and guiding employees in achieving organizational goals. Supervisor perceive doing their jobs more effectively, including supervising employees. The support from superiors at BKD DIY Province can be seen in how the leadership not only supervises and directs but also assists in completing the tasks of employees who experience difficulties and obstacles.

Supervisor support can also be seen in the opportunities given to employees to develop themselves, in this case, to take part in education and training. Supervisor also provide support in terms of coaching and sharing information with subordinates.

The dimensions of supervisor support at the DIY Provincial BKD can be seen from the solid relationship between supervisor and subordinates, such as how subordinates do not hesitate to ask for detailed instructions in completing a task and job. In addition, supervisors not only act as controller, providing direction to subordinates, but are also willing to be actively involved in assisting subordinates in completing a task or work that is difficult to complete by the subordinate. In line with this, Dessler (2008) states that an organization can be considered solid if there is a dynamic relationship between employees and other employees and a harmonious relationship between employees and supervisors.

In addition, other forms of support from supervisors at BKD DIY Province can be seen from the opening of opportunities for all employees to be involved in self-development activities in the form of seminars or education and training facilitated by the organization. This is in line with the opinion of Tracey and Tews (2005), which describes the support of supervisors who play a role in the extent to which employees can apply what they learn in on-the-job training and also refers to the extent to which supervisors can encourage the participation of subordinates to be involved in training programs, innovation. And knowledge and recognize employees who participate in these activities.

#### *Organizational Rewards and Job Conditions*

Robbins and Judge (2008) argues that the rewards given to employees consist of intrinsic rewards that can take the form of recognition of employees and extrinsic rewards that can take the



form of a compensation system. In the award dimension, it is said that the reward system is carried out as an effort to provide achievement motivation to employees. Giving recognition to employees can take the form of a spontaneous and personal "thank you" for implementing formal activities that are widely announced (Ivancevich, et al 2007). Ivancevich, et al (2007) further emphasized that the form of appreciation is not only in the form of salaries and benefits but can also be in the form of promotions, autonomy, and opportunities for members to develop.

Organizational rewards concern employees' perceptions of the rewards they receive for their work. The organizational awards at the DIY Provincial BKD are still by the applicable standards for each State Civil Apparatus in the form of Additional Employee Income (TPP) based on the performance of each employee.

Working conditions are facilities and infrastructure prepared by the company in the workplace to support employees in carrying out their work. The working conditions in the DIY Province BKD environment are felt quite comfortable by the employees because there is no pressure at work, and a sense of kinship has been built between employees. Having a sense of family can help relieve work stress by joking with each other or by organizing simple competitions between employees.

Employees physical and psychological health conditions are also one of the main concerns of the DIY Provincial BKD, especially in dealing with the current pandemic conditions. Since the pandemic, strict health protocols have been implemented, from wearing masks, preparing hand sanitizers, and measuring employee temperatures when they come home. The UKS and counseling rooms are provided to facilitate employees with physical and psychological problems.

The type of award at the DIY Provincial BKD can be seen from the provision of allowances to employees in the form of Additional Employee Income (TPP), in addition to providing equal opportunities for employees to carry out self-development in the form of seminars, education, and training as part of the form of organizational appreciation to employees. Prabu dan Wijayanti (2016) also explained that giving a fair award should be based on justice. Giving appreciation for the achievements that have been obtained will certainly help to improve the performance of the employees themselves. It also means that employees will be encouraged to carry out their duties and responsibilities as well as possible.

Based on the point of view of working conditions which are described as environmental conditions in which employees work, which can indirectly affect the completion of the duties and responsibilities of the employees themselves (Siagian, 2002). The working conditions at the DIY Provincial BKD are considered adequate, with the availability of facilities and infrastructure that support the implementation of employee duties. In addition, intrinsically, the working conditions are felt to be quite comfortable by employees because there is no pressure at work, and a sense of kinship has been built between employees. Having a sense of family can help relieve work stress by joking with each other or by organizing simple competitions between employees.

In line with this, Sedarmayanti (2005) emphasized that the conditions of the work environment can be in the form of physical and non-physical working conditions. Physically conducive working conditions can be in the form of adequate lighting, cleanliness of the workplace, comfortable work environment, the

availability of adequate facilities and infrastructure and so on, while non-physical conditions can be in the form of establishing a harmonious and respectful relationship between employers and employees with superiors so that can affect increasing employee motivation and performance (Nawawi, 2006).

## CONCLUSION

Based on the results of research and data analysis that researchers have carried out, it can be concluded that BKD employees of DIY Province perceive the organizational support they receive as being by their expectations. Employees perceive that the organization treats them fairly in terms of procedural, distributive, interpersonal and informational justice. The DIY Provincial BKD employees perceive that they have good support from their superiors. In terms of rewards, employees perceive that they get rewards in the form of intrinsic and extrinsic rewards. Furthermore, regarding working conditions, employees consider that the facilities and infrastructure are adequate to support the implementation of employee duties and work in a comfortable working atmosphere. The object of this research is only limited to one government agency. Future research is expected to expand the scope of research by using different research methods, such as survey methods to generalize the findings.

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