THE INFLUENCE OF PERCEIVED ORGANIZATIONAL SUPPORT
AND THE CHARACTERISTICS OF THE WORK OF
THE EMPLOYEE PERFORMANCE:
MOTIVATION AS MEDIATION VARIABLE PT. INDOSAT

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ABSTRACT

The background of this research is the need to manage human resources in order to improve its
performance in achieving the objectives of the company. PT. Indosat as a telecommunications
operator in Indonesia experienced the challenge to improve the performance of its employees.
Earlier research showed that the perceived organizational support and job characteristics other
than can affect performance, it can also affect employee motivation. Where is the motivation of
the employees can also improve the performance of employees.
The purpose of this study was to analyze the influence of perceived organizational support and job
characteristics on performance of employees directly or by mediation the motivation.
The design of this research is applied to PT. Indosat with descriptive hypothesis testing method to
test the relationships between variables. Data collection is done by a questionnaire that was given
to the respondent.
Data analysis conducted in this research is descriptive statistics, inferential analysis and
Structural Equation Modeling (SEM).
The results of this research indicate proven his market timing hypothesis put forward in the fifth
study, i.e. perceived organizational support a positive and significant effect on performance,
perceived organizational support of influential positive dan significant of motivation, job
characteristics, positive and significant effect on performance, job characteristics positive and
significant effect on motivation, motivation and a positive and significant effect on performance.
While the perceived organizational support and relationships characteristic of employment
directly against the stronger performance through motivation.

Keywords: motivation, mediation, perceived organization support, performance of employee
INTRODUCTION

The existence and progress of a company is determined by the resources owned and how these companies manage it.

Human resources are managed properly will result in employee performance that are optimized and can improve organizational performance in achieving its objectives (Ali & Aroosiya, 2010; June & Mahmood, 2011).

Aside from being the decisive factor as the driving force of the organization, on the one hand human resources dynamic is also a factor because it has expectations, needs, desires, thoughts and feelings. These things require the company to manage and run a human resource management that are appropriate for human resources, and strategic for the company. Human resources practices that are done in support of the employee must be able to work effectively, efficiently, and produce a good performance so that it can improve the performance of the company in accordance with the expected (Singh et al., 2012).

The application of human resources management with a view to producing a good employee performance can be done by various methods, including by conducting analysis and design of employment, recruitment and selection, training and development, performance management, development of employee motivation (Noe et al., 2011).

Various studies that have been done suggest that motivation may affect the performance of the employees (Uche, Fiberesima, Christiana A, 2011), the performance of an employee depends upon the motivation of the employee-owned, and employees who have high motivation tends to produce good performance at work (Hudiwinarsih & Murty, 2012), motivating employees is a very important result in increased performance (Edwards et al., 2007).

In addition to motivation, employee performance can also be affected by the perceived organizational support, and job characteristics (job characteristics).

Perceived organizational support who is the trade-off on what is accepted by the employees of the organization that support given to these employees can affect the performance of the employee (Darolia, Kumari, Darolia, 2010).

Other studies also show a positive influence perceived organizational support on motivation, with the growing perception of the employee to the organization where he is located, will improve the attitude to the Organization and influence of perceived organizational support will also improve the performance of employees (Beheshtifar, Nezhad, Moghadam, 2012).

Perceived organizational support can be increased with the support of the company to the employee contribution that has been made, while the characteristics of the work on the task given to employees will provide effects that can produce a positive value on the company. Practice human resource management which resulted in perceived organizational support and design work to form the corresponding relative job characteristics can be implemented because it is fundamental in the implementation of human resources management because the component exists on all jobs (Siddique, 2004).

Indonesia is one of the countries with the most rapid growth in telecommunications (Dachyar & Noviannei, 2012). With a large number of competing operators in the telecommunication business
Indonesia, resulting in increasingly intense competition between telecommunications operators (Dachyar et al., 2013a).

PT. Indosat as one of Indonesia’s telecommunications service provider, experienced a challenge to run human resources management by way of enhancing the motivation and performance of its employees properly so that it can keep the quality of the company’s performance to maintain and improve the quality of services, revenue and market share among the competitors. Failure to maintain and enhance the motivation and performance of employees will result in reduced performance of the employees and the Organization, which ultimately threatens the performance of PT Indosat. Qualified human resources and have a high performance will produce operational performances and increase the competitiveness of PT. Indosat among other operators.

**Restriction Problems**

1. Collect data and information in order to examine the influence of perceived organizational support to performance and motivation, job characteristics influence on performance and motivation, as well as the influence of motivation on performance of employees
2. Measuring how strong the influence of perceived organizational support to performance and motivation, job characteristics influence on performance and motivation, as well as the influence of motivation on performance of employees
3. The object examined was the telecommunications industry’s employees are at PT. Indosat on technical parts.

Based on the background as well as restrictions on the issue that has been described, the matter will be examined in this research is the influence of perceived organizational support, motivation, and job characteristics on the performance of employees.

**Formulation of the Problem**

1. Whether the perceived organizational support to employee performance?
2. Whether the perceived organizational support to employee motivation?
3. What are the characteristics of work affect the performance of the employee?, (4) what are the characteristics of work influence on employee motivation?
4. Does motivation affect performance?

**Research Objectives**

1. Analyse the influence of perceived organizational support on performance of employees
2. Analyse the influence of perceived organizational support for employee motivation
3. Analyse the influence of the characteristics of the job performance of employees
4. Analyse the influence of the characteristics of the work of employee motivation
5. Analyse the influence of motivation on performance of employees.

**The Limitations of the Research**

1. Variable determinants of performance in this study is restricted to perceived organizational
support, job characteristics, and motivation, so it does not include other variables outside of the variables that can affect the performance of the employee.

2. The object of this research is the employees at telecommunications operator PT Indosat on technical parts, so the results cannot be generalized to other industries.

3. Sampling done by convenience sampling so as to allow the occurrence of bias.

THEORETICAL FRAMEWORK AND HYPOTHESIS DEVELOPMENT

Perceived Organizational Support

The theory of perceived organizational support was developed based on social exchange theory (Lynch, Eisenberger, Armeli, 1999; Rhoades & Eisenberger, 2002; Ahmed et al., 2012), the theory of reciprocity norm (Eisenberger et al., 2001; Rhoades & Eisenberger, 2002), and the theory of organizational support (Eisenberger et al., 1986, Ahmed et al., 2012).

Organizational support described as an organizational award given to loyalty and employee efforts are being made to meet the needs of the socio-emotional and provide benefits to employees. Perceived organizational support emerged as the perceptions and beliefs of employees thoroughly on how far the organization appreciated the contribution and care to welfare and socio-emotional needs of employees (Eisenberger et al., 1986; Rhoades & Eisenberger, 2002; Eisenberger et al., 2004).

Perceived organizational support the employee will give rise to the emergence of attitudes that will give positive effect to the company. Empirically, perceived organizational support affect turnover intention to employees out of the company (Dawley, Houghton, Bucklew, 2010).

Employees who feel the high corporate support against him tend not to want to get out of the company. The low turnover intention will keep assets in the form of human resources owned by that company. Perceived organizational support as well as having a positive influence to the confidence in the top management (Webber, Bishop, O’Neill, 2012).

Policies and practices of human resources that run companies will affect the perceived organizational support for a particular policy addressed to employees. Policy on human resources practices that will improve employee fun perceived organizational support (Eisenberger et al., 2004).

In various studies, perceived organizational support empirically have influence on the reduced pressure in the job. Perceived organizational support can lower psychological distress of emotional support and indication of tangible support. The reduced pressure experienced by employees into health promotion efforts on employees who are able to affect the company in the form of decreased absenteeism and decreased production (Eisenberger et al., 2004).

Job Characteristics

In order to deliver the expected results, the work should be organized in the form of an effective and efficient way to workable manner and the appropriate people. For the appropriate job mengasikan job analysis process is required and the design work. Job analysis is the process of getting detailed information about a job. The design work is the process that determines how the work will be carried
out and determine the tasks required by the job (Noe et al., 2011).

Figure 1: Job Characteristic Models

![Diagram of Job Characteristic Models]

Source: Oldman & Hackman (1971)

Variation of skill measure how many variations of activity and expertise needed to perform a job. The work is challenging and requires more capabilities will appeal to employees, because the work can test and hone their skills and intellectual (Hackman & Oldham, 2005).

Hackman & Oldham determine one individual character as moderator variables that influence the relationship between the character of the work with the generated response. The moderator is the variable Growth Need Strength (needs to be expanded). Growth need strength is the level of eagerness to learn, practice, and develop (Hackman & Oldham, 2005).

Motivation

Motivation is the desire of the resulting from the expectations, needs and desires that drive someone to optimize your physical and mental energy to achieve its purpose (Kondaikar, 2007). Motivation is a process that affects the intensity, purpose, and the persistence of someone in an attempt to achieve a goal – in particular the objectives of the Organization (Robbins & Judge, 2009). Motivation will determine the process undertaken in achieving the goals, because the motivation is going to turn human resources into real action on the Organization (Saeed & Asghar, 2012). There are three elements that define the motivations, which are: intensity, purpose, and perseverance.
The Theory of Motivation

There are several theories about the motivation, namely: the theory of hierarchy of needs theory, two-factor theory, ERG/motivation-hygiene theory X and Theory Y, McClelland's theory of needs, theory hope-Vroom, the theory of equity (fairness), the theory of goal-setting), reinforcement theory, Self Determination Theory (Kondalkar, 2007; Ryan & Dei, 2000; Robbins & Judge, 2009; Rowley & Jackson, 2011).

Employees who notice any organizational support him will try to do activities that improve the quality of the company and avoid things that can hurt the company as it considers an increase or loss experienced by the company as it is also experienced by employees (Eisenberger et al., 1986; Rhoades & Eisenberger, 2002). The foregoing indicates that the external factors of the employees in the form of support from the Organization will affect the extrinsic motivation of employees.

Performance

The performance has been described as the concept of having a broad definition (Sonnentag & Frese, 2001). Performance in the United Kingdom is the performance, which comes from the word to perform, which means (1) Performs, run, carry out, (2) Meet, or enforce obligations, (3) Implement or refine the responsibilities, (4) Doing something expected. Performance alone means an action or process in carrying out its duties or functions. The concept of the performance is more than just the execution of specific tasks, but rather involves a wide range of organizational activities (Arvey & Murphy, 1998).

Viswesvaran (2001), States the performance within the context of human resources is defined as the value of employee attitudes that influence positively or negatively to the achievement of organizational objectives.

The Framework of Thought

Figure 1: Frameworks of Thought

![Diagram of Perceived Organizational Support, Motivation, and Performance with hypotheses H1, H2, H3, H4, and H5]
Formulation of Hypothesis

H1: Perceived organizational support positive effect on performance.
H2: Perceived organizational support positive effect on motivation.
H3: Job characteristic positive effect on motivation.
H4: Job characteristic positive effect on performance.
H5: Motivation positive effect on performance.

METHODS

The Independent variable in this study i.e., perceived organizational support, and job characteristics. Mediating variable i.e. the motivation, and the Dependent variable on the research is performance.

Perceived Organizational Support

Conceptually, perceived organizational support is the perception and beliefs of employees thoroughly on how far the Organization’s contribution to the wellbeing and care and attention to the needs of socioemotional employees (Eisenberger et al., 1986; Rhoades & Eisenberger, 2002; Eisenberger et al., 2004).

The operational definition of perceived organizational support in this research is the view of the employees of the company to support the welfare and needs of socio emotional employee contributions given by employees.

Perceived organizational support measured with a shortened version of the measurement tools developed by Eisenberger et al., (1986) with 8 points statement. This short version is considered to be representative of the full version in a statement because (as many as 35 statement) has had a high reliability. In addition they also shortened version already includes the aspects of perceived organizational support (Rhoades & Eisenberger, 2002).

1. The company appreciates my contribution to its growth.
2. The company does not appreciate the effort more that I do (R).
3. The company will dismiss the complaint that I give (R).
4. The company is very caring towards my welfare.
5. The company is not paying attention to while I do the job as best as possible (R).
6. The company care about my satisfaction in work.
7. The company showed very little concern to me (R).
8. The company is proud of the achievements of my work.

Eight such statements measure the performance indicators, namely: 5 employees (statements 1 and 2), appreciation of efforts over committed employees (statement 3), employee well-being (statement 4, 5, and 6), performance improvements (statement 7), and employee satisfaction with respect to employment (statement of 8) (Eisenberger et al., 1986). Such statements are measured with using Likert scale 5 points (1 = strongly disagree, 5 = strongly agree).
Selection of Research Methods

This study refers to previous studies, namely: (1) Research that has been conducted by Darolia, Kumari, and Darolia (2010), and Beheshtifar Nezhad, and Moghadam (2012), which proved that the perceived organizational support effect on the performance of employees, (2) Research done by Latif & Sher (2011), and Mitchell et al. (2012) who proved that the perceived organizational support to employee motivation employee, (3) Research conducted by Johari and Yahya (2009), and Chu and Lai (2011), stating that the characteristics of the work have an effect on the performance of employees, (4) Research conducted by Hadi and Fair (2010), and Azash et al., (2012) that identifies that job characteristics impact employee motivation, and (5) Research conducted by Kusurkar et al. (2012), Gillet et al. (2012), and Inayatullah & Jehangir (2013) which proved that motivation affect the performance of the employee.

This research was conducted at PT. Indosat as one telecommunication operator in Indonesia with the consideration that the telecommunication industry is one of the industries with the rapid developments in Indonesia resulting in more applicable to apply the results of research and the telecommunications industry have employees with job, educational background and expertise vary so that it can better test the material research conducted.

This research is a descriptive hypothesis testing that aims to describe the type and character of a population by testing hypotheses and certain specific relationships among variables, i.e., mediation, and variable variables are bound. The study was a single cross-sectional, where data is only obtained once from a given sample (Santoso & Tjipinto, 2001). Data collected using question form (questionnaire method).

Population and Sample

The population in this study is to telecommunications industry employees consisting of employees of the telecom operator, which specialized in employee PT. Indosat on technical sections with the number of employees as many as 240 people, because that part is considered to have many variations of field work and represent the show’s PT. Indosat employees overall.

By using the formula specified number of sample Slovin, who will be examined for:

\[ n = \frac{N}{1 + N(e^2)} \]

\[ n = \frac{240}{1 + 240(0.05)^2} \]

- \( n = 150 \) people
- \( n = \) number of samples
- \( N = \) total population
- \( e = \) error level
Sample as many as 150 respondents been deemed adequate for the SEM analysis of up to 5 variables with any invalid constructs a number of 3 or more indicators (Santoso, 2012).

Sampling done by the method of Non-probability sampling, where each usur population does not have an equal chance to be selected into the sample. The technique of sampling method using Convenience sampling to get the data. This procedure is done due to the ease in selecting the samples will be made respondents (Santoso & Tjiptono, 2001).

Description of the Research Object and Characteristics of Respondents

A questionnaire distributed to respondents a number of 220 questionnaires, of the number of questionnaires returned were some 160 questionnaires resulted in a response rate of 66%, and chosen 150 questionnaires to be processed in the study by taking a sample of respondents deemed to represent the show’s employees.

The entire questionnaire that is returned is valid and can be forwarded to be processed in the research because it is filled with complete.

Instrumentation and Data Collection

In this study there are 4 variables examined, namely: (1) Perceived Organizational Support as the first independent variables (X1), (2) The characteristics of the job as the second independent variables (X2), (3) Motivation as intervening variable (X3) and (4) Performance as a dependent variable (Y).

This research using primary data, i.e. data that is collected and processed directly from the object that is collected with a questionnaire, which consists of a list that contains a series of statements about something or field (Santoso & Tjiptono, 2001) which contains a statement regarding the influence of 58 perceived organizational support and job characteristics, performance: motivation as the intervening variable. The questionnaire that was given to the respondent in the form of a closed questionnaire, where the answer to the statements in the questionnaire already available. Respondents are requested to provide a response consisting of 5 options, namely: strongly disagree, disagree, neutral, agree, strongly agree.

The questionnaire also contained a section for filling out demographic information which can be filled according to the data of the respondents. Previous preliminary trials conducted in advance of the research with the gauge of 30 respondents.

Validity Test

The validity of a test is done to find out the level of details of eligibility lists or statements on the measuring instrument data gatherer in getting data in accordance with the basic goals of measurement being performed or in defining a variable.

A measuring instrument can be said to be valid if it is able to reveal the desired information in research. Testing the validity of done using SPSS software version 20, by comparing the value of the correlation of each statement with an r chart. In this research the r (N - 2 = 28), amounting to 0.306. If the value is larger than the correlation 0.306, then item statement is said to be valid.
Reliability Test

Reliability test done to find out the level of reliability of a measurement tool, to the extent to which the measuring instrument is reliable, trustworthy and consistent to reveal information obtained in research. A measuring instrument reliability can be said when the same data is obtained if used to measure the same object. Reliability measuring instrument measured using Cronbach Alpha formula using the software SPSS version 20.

The Method of Data Analysis

Data analyzed with techniques of Structural Equation Modelling (SEM) analysis was conducted due to model on the dependent variable which also serves as an independent variable to another variable, with program LISREL 8.80 version.

RESULTS AND DISCUSSION

Variables of Perceived Organizational Support

Based on the results of the 150 Respondents perception of 8 item question perceived organizational support. It can be seen that the results of the data processing shows the variable response to perceived organizational support on the whole are classified either by obtaining an average score of 3.703. Indicators that have the most positive weight perception in the eyes of the respondents are “the company is very concerned about the welfare of my”. Thus it can be concluded that the overall variables perceived organizational support is well regarded by respondents.

Variable of Work Characteristics

Based on the results of the 150 Respondents’ perceptions of the 15 items of variable characteristics of the questions on a job, it can be seen that the results of processing the data above shows the response to the characteristics of the work as a whole is classified either by obtaining an average score of 3.825. Indicators that have the most positive weight perception in the eyes of the respondents are “Apart from superiors and coworkers, I also get feedback from the work itself about how good my work”. Thus it can be concluded that job characteristics on the overall perceived both by the respondent.

Variable of Motivation

Based on the results from the perception of the 150 respondents to the question item 18 on motivation variables. Look that results from the processing of data showed a response to the overall motivation variables are classified either by obtaining an average score of 3.773. Indicators that have the most positive weight perception in the eyes of the respondents was “looks like I’m not able to perform an important task in my job.” and “I do this job because it was satisfied when successfully completing a difficult task”. Thus it can be concluded that the overall motivation variables perceived good by respondents.
Variable of Performance

Based on the results from the perception of the 150 respondents to the question item 17 on a variable performance, it can be seen that the results of the data processing showed a response to the overall performance of the variables were classified with high earnings, an average score of 3,761. And indicators that have the most positive weight perception in the eyes of the respondents was “I was able to complete all tasks in the job”. And “I always run the policies and procedures of the company”. Thus it can be concluded that the overall performance in the variable is seen both by the respondent.

Hypothesis Testing 1

H01: there were no significant effects of organizational support against the perceived performance.
Ha1: there was significant influence between the perceived organizational support on performance.

Test criteria:

if t count ≥ t table, Ho rejected
if t count < t table, Ho accepted

with t table = t (0.05;148) = 1,976

Based on the indicated test output, obtained that value t count = 2.00 ≥ t table = 1,976 then H0 is rejected. This means with 5% significance level it can be concluded that there is a positive influence of perceived organizational support on performance. The magnitude of the relationship between positive affect between perceived organizational support on performance is equal to 0.2, while the rest is affected by other variables.

Hypothesis Testing 2

H02: there were no significant effects of perceived organizational support of motivation.
Ha2: there was significant influence between the perceived organizational support on motivation.

Test criteria:

if t count ≥ t table, Ho rejected
if t count < t table, Ho accepted

with t table = t (0.05;148) = 1,976

Based on the indicated test output, obtained that value t count = 2.01 ≥ t table = 1,976 then H0 is rejected. This means with 5% significance level it can be concluded that there is a positive influence of perceived organizational support on motivation. The magnitude of the relationship between positive affect between perceived organizational support on motivation is of 0.27, while the rest is affected by other variables.

Hypothesis Testing 3

H03: there were no significant effects of job characteristics on performance.
Ha3: there was significant influence between the job characteristics on performance.

Test criteria:

if t count ≥ t table, Ho rejected
if \( t \) count < \( t \) table, \( H_0 \) accepted
with \( t \) table = \( t (0.05;148) = 1.976 \)

Based on the indicated test output, obtained that value \( t \) count = 3.79 > \( t \) table = 1.976 then \( H_0 \) is rejected. This means with 5% significance level it can be concluded that there is a positive influence on the performance of job characteristics between. The magnitude of the relationship between positive affect between characteristics on the performance of work is equal to 0.51, while the rest is affected by other variables.

### Hypothesis Testing 4

\( H_{04} \): there were no significant effects of job characteristics on motivation.

\( H_{a4} \): there was significant influence between the job characteristics on motivation.

Test criteria:
if \( t \) count \( \geq \) \( t \) table, \( H_0 \) rejected
if \( t \) count < \( t \) table, \( H_0 \) accepted
with \( t \) table = \( t (0.05;148) = 1.976 \)

Based on the indicated test output, obtained that value \( t \) count = 4.34 > \( t \) table = 1.976 then \( H_0 \) is rejected. This means with 5% significance level it can be concluded that there is a positive influence of characteristics of work on motivation. The magnitude of the relationship between positive affect between job characteristics on motivation is equal to 0.66, while the rest is affected by other variables.

### Hypothesis Testing 5

\( H_{05} \): there were no significant effects of motivation on performance.

\( H_{a5} \): there are significant effects between motivation on performance.

Test Criteria:
if \( t \) count \( \geq \) \( t \) table, \( H_0 \) rejected
if \( t \) count < \( t \) table, \( H_0 \) accepted
with \( t \) table = \( t (0.05;148) = 1.976 \)

Based on the indicated test output, obtained that value \( t \) count = 2.54 > \( t \) table = 1.976 then \( H_0 \) is rejected. This means with 5% significance level it can be concluded that there is a positive influence of motivation on performance.

The magnitude of the relationship between positive affect between motivation on performance is equal to 0.33, while the rest is affected by other variables.

Based on the test's output as a whole, looks the most high performance indicator affected by the variables perceived organizational support, motivation, and job characteristics are Y17 or "accomplish the task with enthusiasm." Whereas the lowest performance indicator affected by the variables perceived organizational support, motivation, and job characteristics are Y3 or "complete the task in a timely fashion".
Analysis of the Influence

Analysis of the influence of done to find out how big an influence of invalid constructs, in the form of direct influence, an indirect influence, and influence of the total. On the framework of thought, influence directly arise from the relationship between one variable with another variable directly. Whereas indirect influence arises from the relationship of one variable with another variable through a between the variables. The total influence is an influence on the whole range of relationships.

Figure 1: Influence Between Variables in the Path Diagram

![Path Diagram]

Source: developed for this research

Table 2: Testing the Influence of Variables Mediating

<table>
<thead>
<tr>
<th></th>
<th>Perceived Organizational Support – Performance</th>
<th>Job Characteristics – Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct Effect</td>
<td>$(0.2)^2 = 0.04$</td>
<td>$(0.51)^2 = 0.26$</td>
</tr>
<tr>
<td>Indirect Effect</td>
<td>$0.27 \times 0.33 = 0.089$</td>
<td>$0.66 \times 0.33 = 0.217$</td>
</tr>
<tr>
<td>Total Effect</td>
<td>$0.04 + 0.089 = 0.129$</td>
<td>$0.26 + 0.217 = 0.477$</td>
</tr>
</tbody>
</table>

Resources: developed for this research

Relationship variables perceived organizational support on performance through motivation has an influence greater than direct influence perceived organizational support on performance. So it can be said to be the motivational variable synergize with variables perceived organizational support to enhance the performance of the employees of PT. Indosat. Whereas the characteristics of the variable relationship work directly against the performance had an influence greater than indirect influence through motivational variables. So it can be said to be a motivational variables don’t synergize with variable characteristics to improve the job performance of employees of PT. Indosat.
CONCLUSION

Based on the results of research on the influence of perceived organizational support and job characteristics on performance of employees with motivation as mediation variables on PT. Indosat, has been obtained, it can be taken a few conclusions, namely:

First, hypothesis which States that "perceived organizational support positive effect on performance" can be proven empirically. The better the support provided to the Organization's employees, will produce the view of the employees of the Organization support the better so it will improve the performance of employees. Conversely, the lower the Organization's support to the employee will ultimately be the lower the performance of employees.

Second, the hypothesis stating that "perceived organizational support positive effect on motivation" can be proven empirically. The better the support provided to the employee organization, will result in the employee view to support organizations that are getting better so it'll improve employee motivation. Conversely, the lower the Organization's support to employees will be getting lower also the motivation to employees.

Third, the results of this research empirically prove the hypothesis “of influential positive job characteristics on performance”. Characteristics of work fit and provide opportunities to employees to run it with optimum will improve the performance of employees. Conversely, if the characteristics of the work are not appropriate, then the employee’s performance will be low.

Fourth, hypothesis which States “the positive effect of job characteristics and motivation” empirically proven. Characteristics of work fit and provide opportunities to employees to run it with optimum will improve employee motivation. Conversely, if the characteristics of the work are not appropriate, then the employee motivation will be low.

Fifth, the results of this research also suggests the hypothesis “of influential positive motivation on performance”, can be proven empirically. The higher the motivation which is owned by employees, will improve the performance of employees in carrying out his job. Conversely, the lower the motivation of employees, it will be the lower as well as the performance of the employee.

Sixth, the test results showed that the influence of motivation synergize with perceived organizational support for improving the performance of employees. This indicates an increase in perceived organizational support will affect the motivation and employee performance will improve later. While the motivation not to synergize with the characteristics of the work to improve the performance of employees. This is likely due to the characteristics of the job provided by the company are the provisions that must be accepted and executed by the employees. In addition, it is also possible because employees have mastered or already have a good expertise in the given work so it does not need to be granted landing in running it, which then lead to not affect the motivation of the employees.

Managerial Implications

Based on an analysis of the results of the research, it can be generated some managerial implications for improving the performance of employees of PT. Indosat, which improved performance can be
done with the approach on perceived organizational support, job characteristics, and employee motivation. Described as follows:

First, in the approach to perceived organizational support can be done by providing support to employees in the form of attention to contributions, welfare, job satisfaction to employees, or to respond to employee complaints. As an indicator of perceived organizational support that has a mean score lowest are the company’s attention to employees who have been doing the best possible job, then the company should give more attention to employees who have been carrying out tasks in her work. Attention can be given oral appreciation or reward in other forms.

Second, in the approach on the characteristics of the job, can be done by providing jobs that need more variations on the job skills that are run by employees so that employees feel more excitement and not get bored of doing the same job continuously, enhance employee job identity by giving assignments that allow employees to complete the work that has been started, increasing the significance of the task by giving employees an important position on the work done by the employees. Giving feedback on the work that has been done can also improve employee performance and motivation of the employees. Because the job has a characteristic indicator of the mean score was the lowest job gives the opportunity to a great run the work freely, then the company should further enhance the autonomy granted to the employee in carrying out his job. The granting of autonomy can be done by giving the authority and freedom to employees in carrying out his job with a fixed set of rules and standards in the achievement of the work.

Third, indicators of motivation that has the lowest value is the perceived security of employees in the work, then the employee motivation can be enhanced by improving security and guarantee the title, status, and the working environment of employees.

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