



**THE EFFECT OF ORGANIZATIONAL SUPPORT AND WORK MOTIVATION ON PERFORMANCE
EMPLOYEES (PT Huadi Nickel Alloy Indonesia Bantaeng Regency)**

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Abstract:

The purpose of this study was to examine the relationship between organizational support and work motivation on employee performance. The sampling technique used a survey method, which took all employees, population and research samples using questionnaires to 95 employees of PT Huadi Nickel Alloy Indonesia, Bantaeng Regency. The analytical method used is inferential analysis with a path analysis approach. Based on the results of the research and discussion that has been carried out, the conclusions that can be drawn are (1) The results of hypothesis testing indicate that the organizational support variable is proven to have a positive and significant influence on employee performance. (2) The results of hypothesis testing show that the organizational support variable is proven to have a positive and significant effect on work motivation. (3) The results of hypothesis testing show that the work motivation variable is proven to have a positive and significant effect on employee performance. (4) The test results show that work motivation is proven to mediate the effect of organizational support on employee performance at PT Huadi Nickel Alloy Indonesia, Bantaeng Regency.

Keyword: *Organizational Support, Work Motivation, Employee Performance*

A. INTRODUCTION

Every organization or company has a goal to be achieved. This goal can be achieved by utilizing existing resources within the organization. These resources can be in the form of natural resources, financial resources, human resources, scientific resources, and technological resources. Among these resources the most important is human resources. Human resources (HR) is a factor capable of demonstrating competitive advantage and synergizing other resources to achieve organizational goals.

Every good organization will produce good employee performance. Human resource management is one of the key factors for getting the best performance, because in addition to dealing with skills and expertise issues, human resource management is also obliged to build conducive employee behavior to get the best performance. If the large number of human resources can be used effectively and efficiently, it will be useful to support the pace of sustainable national development. The abundance of human resources that exist today requires thinking carefully, namely how to utilize human resources optimally.

The company is like an organism that must continue to learn in order to survive, grow and develop over time. Every organization has to be *learning organization*, namely organizations that continue to empower existing resources within the organization to continue learning.

Human resource development is an organizational way to maintain the existence of organizational component cooperation. Human resource development can be done in various ways, one of which is by increasing organizational support and employee motivation. With organizational support and motivation, employees will feel recognized, cared for, and valued by their superiors for their contributions so that they can produce output (*output*) tall one.

PT Huadi Nickel Alloy is a mining company engaged in the nickel refining industry and is located in Bantaeng Regency. Faced with a number of challenges in dealing with and managing every human resource in the company's organization, so that every working human resource can maximize its performance through every effort in achieving company goals.

The phenomenon that exists in the company PT Huadi Nickel Alloy is that there are some employees who are less motivated in the spirit of doing work because it can be seen from some employees who arrive late when they enter the office and return to the office when the break is over. Some of the employees in carrying out their duties, namely employees always think only of completing the work that has become their duties and responsibilities without more enthusiasm and creativity being highlighted in the employees so that the resulting output can appear more value or can be special at greater achievements. maximum.

The problem faced by the company is the striking disparity in ability among its employees. Differences in ability and educational background, especially knowledge skills between senior employees and junior employees, makes the work given unable to run efficiently and takes a long time to complete the work. This happens because work that is considered difficult must wait for senior employees to do it, besides that senior employees seems reluctant to share with junior employees about the knowledge and experience they get on the job so that the knowledge of all employees cannot be properly distributed to all parts of the organization. Then the knowledge possessed by employees varies so that the processing time is also different and there are jobs that cannot be completed, so that organizational support needs to be increased so that it can equalize the knowledge possessed by its employees.

According to Prawirosentono (2011) performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities in order to achieve the goals of the organization concerned legally, not violating the law and in accordance with morals and ethics. The achievement of company goals is influenced by the performance of the company's employees themselves. therefore the company needs potential and quality human resources, both in terms of leaders and employees in the pattern of tasks of responsibility, efficient in accordance with regulations and supervision which is a determinant of achieving company goals. Good performance is optimal performance, namely performance according to organizational standards and supports the achievement of organizational goals.

Organizational support is the extent to which employees believe that the organization values their contribution and cares about their welfare (Robbin and Judge, 2013 in Kaswan 2015). This is in line with research that was conducted by Susmiata and Ketut Sudarma (2015) that there is an influence of perceived organizational support on employee performance. With this support, employee performance will be motivated to be better. In addition, support also raises enthusiasm for employees. can trust each other and help each other if there are other employees in need.

One of the elements influencing employee behavior is from the employees themselves, in this case the organizational support that surrounds them. Positive support from the leadership and all employees will create a conducive working situation. By getting this support, employee performance will be motivated to be better, apart from that organizational support also raises team spirit for workers so that they can trust and help each other and there is a good relationship between workers in their work in Setyowati (2009). At the Huadi office, there are indications of a lack of organizational support, including assistance from organizations that lack exemplary facilities and infrastructure that do not meet the necessary needs, such as inadequate places of worship.

Work motivation is a psychological drive to someone who determines the direction of a person's behavior in an organization, the level of effort, and the level of persistence in dealing with a problem George & Jones (2005). It can be said that if someone has a positive psychological drive, it will produce good behavior, then the level of effort given at work is also good, and they become persistent about a problem at work. Besides that, the mood of an employee as an individual in the organization that becomes his work environment is very influential the implementation of its work. The inner mood is seen in the work spirit which results in work activities as a contribution to achieving company goals. The fact, from a psychological perspective, shows that the enthusiasm of an employee in carrying out work is greatly influenced by the work motivation that drives him. This means that every employee needs strong

work motivation to be willing to carry out work enthusiastically, with high performance and productivity.

Meanwhile, work motivation also determines employee performance, moreover employees who have good motivation can run the wheels of the organization and have an impact on improving company performance. For this reason, superiors should give praise to employees who are able to carry out work tasks well so that the motivation of each employee can be appreciated or feel happy and motivated to be able to work better for the progress of the company.

This is in line with research that was conducted by Subroto and Gunistiyo (2009) which showed that motivation has a positive and significant influence on improving performance in private banks in the city of Tegal and is in line with research that was conducted by Leonardo and Eddy (2013) that work motivation influence on employee performance. Then the fact is found that there is a lack of motivation in completing work.

This is the factor that causes the work result to be less than optimal, not only that when employees work, there are those who don't really care about the work being considered complete, so it affects performance. With proper human resource management, it is expected to be able to overcome the problems faced by the company, both internally and externally. According to Mangkunegara in Munawar's research (2019) addressing this problem can be done by increasing employee performance through employee abilities and motivation. Motivation is considered as a person's driving force which is shown through an attitude to carry out an activity in order to meet their needs and desires. According to McClelland in Ridho's research (2020) individuals have potential energy reserves that can be released or developed depending on individual motivation, and are supported by available situations and opportunities. If employees have strong motivation then employees have strong reasons to improve their performance. However, employee motivation can decrease if employees feel dissatisfied at work. This can be caused by the boredom of employees in carrying out their monotonous duties and obligations or the lack of appreciation obtained at work so that employees will find it difficult to enjoy their work. Employee motivation can decrease if employees feel dissatisfied at work. This can be caused by the boredom of employees in carrying out their monotonous duties and obligations or the lack of appreciation obtained at work so that employees will find it difficult to enjoy their work. Employee motivation can decrease if employees feel dissatisfied at work. This can be caused by the boredom of employees in carrying out their monotonous duties and obligations or the lack of appreciation obtained at work so that employees will find it difficult to enjoy their work.

B. LITERATURE REVIEW

Organizational Support

Organizational support is the extent to which employees believe that the organization values their contribution and cares about their welfare Robbins and Judge (2013) in Kaswan (2015). According to Robbins (2010) organizational support is where the organization faces a dynamic and changing environment so that the organization adapts. Meanwhile, according to Mathis and Jackson (2001) in Indrarjanti (2012) organizational support is the support received from the organization in the form of research, tools, expectations and productive work teams.

Good employee perceptions of organizational support for the quality of their work life will create a sense of indifference within them to the organization so that they will feel they have an obligation to pay. Shore and Wayne (1997) in Kambu (2012) found that perceptions of organizational support are positively related to performance. Employees who feel that they are supported by the organization will reciprocate and will improve the organization.

Work motivation

A manager does not carry out all the work alone but with the help of others to do it, giving assignments to his employees. Employees may carry out the work assigned to them well, maybe not, for this it is necessary to know the cause. Maybe it is because they are not able to carry out the work assigned, but maybe also because

they do not have the motivation (drive) to work well. Providing motivation (encouragement) to employees to work in accordance with the rewards given is one of the duties of a leader.

According to Widodo (2015) motivation is the power that exists within a person that encourages his behavior to take action. According to Mangkunegara (2013) Motive is an encouragement of needs within employees that need to be fulfilled so that these employees can adapt to their environment. Motivation is a condition that moves employees to be able to achieve the goals of their motives. Motivation is one of the superior's tools so that subordinates want to work hard and work smart as expected.

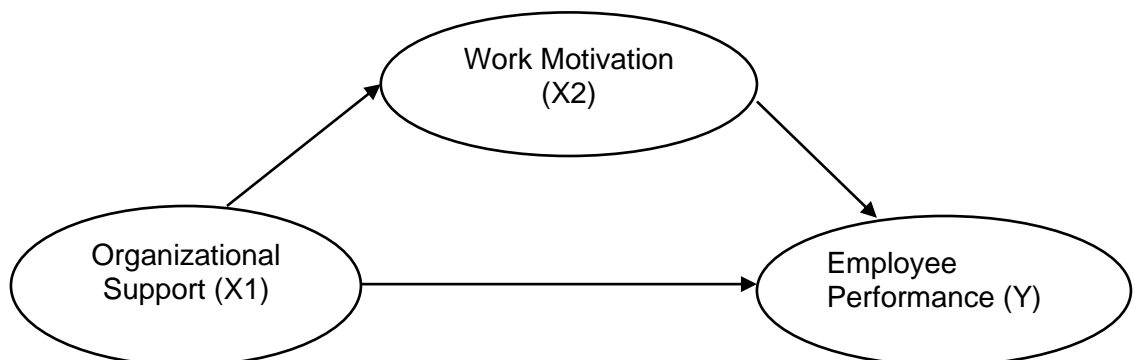
Employee performance

Performance is something that is important for the company, especially the performance of employees who can bring the company to achieve the expected goals. Good or bad employee performance can affect the good or bad performance of the company.

Performance is a work evaluation that is closely related to various habits of individuals or employees in organizations or agencies (Miner, 1992). Charrington (1994) states that performance is the achievement of work targets related to quality, quantity and time.

According to Mangkunegara (2005) employee performance can be interpreted as a result and one's efforts are achieved with the ability and actions in certain situations. This understanding provides an understanding that employee performance is a number *output* from *outcomes* generated by employees both in the form of material (quantitative) and in the form of non-material (qualitative).

Framework Conceptual



C. RESEARCH METHOD

Research design

This study uses a causal survey method according to the research objectives, namely to describe organizational support, work motivation and employee performance and to determine the effect on the object of PT HUADI Nickel Alloy Indonesia, Bantaeng Regency

Population and Sample

The population in this study were employees at PT HUADI Nickel Alloy Indonesia, Bantaeng Regency, totaling 102 people. To obtain a representative sample with a known population, then in determining the number of samples using the formula *slovin* (Sugiyono, 2019) and for a sampling error value of 5%.

D. RESEARCH RESULTS AND DISCUSSION

Validity and Reliability Test

Validity test is used to determine whether a questionnaire is valid or not. A questionnaire is said to be valid if the questions on the questionnaire are able to reveal the validity of the question items posed in each variable studied. Then the reliability test is used to measure the reliability or reliability of a questionnaire.

Testing the Validity and Reliability of Organizational Support Variables

Table 4.1 Test the Validity and Reliability of Organizational Support Variables (X1)

Items	R count	R table	Information (Valid > 0.3)	Cronbach's Alpha
X1.1	0.775	0.194	Valid	0.826 (Reliable)
X1.2	0.743	0.194	Valid	
X1.3	0.742	0.194	Valid	
X1.4	0.766	0.194	Valid	
X1.5	0.700	0.194	Valid	
X1.6	0.679	0.194	Valid	

Source: Research data processing (2022)

Organizational support variable questions consist of 6 items, based on test results validity obtained all question items declared valid, so that all question items deserve to be analyzed as many as 6 questions. In the reliability test, it was found that the reliability coefficient Alpha = 0.826. Therefore the value of Alpha > 0.7 so that it can be said that the instrument (questionnaire) for organizational support variables is reliable and feasible to use.

Testing the Validity and Reliability of Work Motivation Variables

Table 4.2 Validity and Reliability Test of Work Motivation Variables (X2)

Items	R count	R table	Description (Valid > 0.3)	Cronbach's Alpha
X2.1	0,581	0,194	Valid	0,924 (Reliabel)
X2.2	0,638	0,194	Valid	
X2.3	0,507	0,194	Valid	
X2.4	0,566	0,194	Valid	
X2.5	0,688	0,194	Valid	
X2.6	0,571	0,194	Valid	
X2.7	0,447	0,194	Valid	
X2.8	0,577	0,194	Valid	
X2.9	0,639	0,194	Valid	
X2.10	0,647	0,194	Valid	
X2.11	0,558	0,194	Valid	
X2.12	0,667	0,194	Valid	
X2.13	0,625	0,194	Valid	
X2.14	0,498	0,194	Valid	
X2.15	0,459	0,194	Valid	
X2.16	0,682	0,194	Valid	
X2.17	0,613	0,194	Valid	
X2.18	0,698	0,194	Valid	
X2.19	0,590	0,194	Valid	
X2.20	0,599	0,194	Valid	
X2.21	0,607	0,194	Valid	
X2.22	0,556	0,194	Valid	
X2.23	0,726	0,194	Valid	
X2.24	0,573	0,194	Valid	
X2.25	0,662	0,194	Valid	

Source: Research data processing (2022)

Work motivation variable questions consist of 25 items, based on the results of the validity test, all question items are declared valid, so that all question items are eligible to be analyzed as many as 25 questions. In the reliability test, it was found that the reliability coefficient Alpha = 0.924. Therefore the value of Alpha > 0.7 so that it can be said that the instrument (questionnaire) variable of work motivation is reliable and feasible to use.

Testing the Validity and Reliability of Employee Performance Variables

Table 4.3 Test the Validity and Reliability of Employee Performance Variables (Y)

Items	R count	R table	Description (Valid > 0.3)	Cronbach's Alpha
Y1.1	0,723	0,194	Valid	0,919 (Reliabel)
Y1.2	0,617	0,194	Valid	
Y1.3	0,644	0,194	Valid	
Y1.4	0,737	0,194	Valid	
Y1.5	0,778	0,194	Valid	
Y1.6	0,709	0,194	Valid	
Y1.7	0,716	0,194	Valid	
Y1.8	0,703	0,194	Valid	
Y1.9	0,744	0,194	Valid	
Y1.10	0,700	0,194	Valid	
Y1.11	0,692	0,194	Valid	
Y1.12	0,777	0,194	Valid	
Y1.13	0,568	0,194	Valid	
Y1.14	0,646	0,194	Valid	
Y1.15	0,537	0,194	Valid	

data

Source: Research processing (2022)

Employee performance variable questions consist of 15 items, based on the results of the validity test, all question items are declared valid, so that all question items are eligible to be analyzed as many as 15 questions. In the reliability test, it was found that the reliability coefficient Alpha = 0.919. Therefore the value of Alpha > 0.7 so that it can be said that the instrument (questionnaire) of employee performance variables is reliable and feasible to use.

Descriptive Analysis

The variables in the study consisted of 3 independent variables (X), namely organizational support, work motivation and dependent variables (Y), namely employee performance. The description of the data to be presented includes minimum score, maximum score, mean, median, mode, standard deviation, and variance. Based on the results of the study, the results of the descriptive analysis are as follows:

Table 4.4 Results of Descriptive Analysis

		Organizational support	Work Motivation	Employee Performance
N	Valid	95	95	95
	Missing	0	0	0
Mean		26.55	93.62	63.29
Median		27.00	93.00	64.00
Mode		25	106	60
Std. Deviation		2.123	10.985	5.613
Variance		4.506	120.663	31.508
Range		7	35	25
Minimum		23	75	50
Maximum		30	110	75
Sum		2522	8894	6013

Source: Processing researcher data (2022)

Test Classical Assumptions

Normality Test

The normality test aims to find out whether the data obtained from each variable is normally distributed or not. The normality test to be used is *kolmogrov smirnov* using *the SPSS* application with criteria if the Asymp value. Sig (2-tailed) ≥ 0.05 then the data distribution is normal, and vice versa if the Asymp value. Sig (2-

tailed) ≤ 0.05 then the data distribution is abnormal. The results of the data normality test are as follows:

Table 4.11 Normality Test

Variable	Asymp. Sig	Information
Organizational Support	0,103	Normal
Work Motivation	0,081	Normal
Employee Performance	0,193	Normal

Source: researcher's data processing (2022)

Based on the table above shows the results of the calculation of the normality test for the variable variables of organizational support obtained asymp values. Sig of $0.103 \geq 0.05$, the work motivation variable obtained asymp value. The sig is $0.081 \geq 0.05$, and for the employee performance variable obtained the asymp value. Sig of $0.193 \geq 0.05$. So it can be concluded that for the variables of organizational support, work motivation, and employee performance are normally distributed.

Linearity Test

The linearity test is used to determine whether or not each of the free variables and non-free variables have a linear relationship with the criteria if the sig value. $p \geq \text{sig. a } (0,05)$ then there is a linear relationship between free and bound variables, and vice versa if $\text{sig. } p \leq \text{sig. a } (0,05)$ then there is no linear relationship between the free variable and the bound variable. The results of the linearity test are as follows:

- 1) The results of the linear test of the organizational support variable (X1) on employee performance (Y) obtained a sig. p value of 0.921 on the *deviation line from linearity*. The result shows that the value of sig. p $0.921 \geq 0.05$ so that it can be concluded that there is a linear relationship between the variables of organizational support for employee performance.
- 2) The results of the linearity test of the work motivation variable (X2) on employee performance (Y) obtained a sig. p value of 0.592 on the *deviation line from linearity*. The result shows that the value of sig. p $0.592 \geq 0.05$ so that it can be concluded that there is a linear relationship between work motivation variables and employee performance.

Homogeneity Test

Homogeneity test is a statistical test procedure intended to show that two or more groups of sample data come from populations that have the same variance. The homogeneity test calculation was carried out with the Levene test using SPSS software. If the Levene statistic value is > 0.05 , then the variance of the data is said to be homogeneous. Meanwhile, if Levene's value is < 0.05 , then the variance of the data is said to be non-homogeneous. The homogeneity test results can be seen in the following table:

Table 4.12 Homogeneous Test

	Levene Statistics	df1	df2	Sig.
Support Organization	1,574	16	70	.099
Work motivation	1,000	16	70	.467

Source: research data processing (2022)

Based on the table above, the results show that for organizational support, $F =$ is obtained 1.574, $df1 = 16$, $df2 = 70$, and $p - \text{value } 0.099 > 0.05$ and work motivation obtained $F = 1.000$, $df1 = 16$, $df2 = 16$ and $p - \text{value} = 0.467$. Based on the two results

of the analysis above, it can be said that the data group in this study comes from homogeneous or the same variance.

Inferential Analysis

The data analysis used is path analysis (*Path Analysis*). Path analysis is used to test the research hypothesis of the effect of organizational support variable (X1) on employee performance (Y) through the variable work motivation as an intervention (X2) with the help of the SPSS program and the following path analysis results:

1. The direct effect of organizational support on employee performance (X1 to Y)

Based on the results of the analysis obtained data as follows:

Table 4.13 Model summary

Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	.311a	.097	.087	5.363

Source: research data processing (2022)

The value of R *Square* of 0.097. This shows that the contribution or influence of organizational support (X1) on employee performance (Y) is 9.7%, while 90.3% is influenced by other variables outside this study. Then for gain value $e1$ namely by formula $e1 = \sqrt{1 - 0.097} = 0.950$.

Table 4.14 Test Results for Path Coefficients X1 to Y

Type		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	41.440	6.940		5.971	.000
	Organizational Support	.823	.261	.311	3.159	.002

Source: research data processing (2022)

Based on the table above, the value of the regression coefficient X1 to Y is 0.823 and the path coefficient X1 to Y ($pyx1$) of 0.311 and a significance value of 0.002 < 0.05. These results conclude that H1 is accepted and H0 is rejected, which means that the organizational support variable has a positive and significant direct effect on employee performance. Thus the path diagram of model 1 is obtained as follows:

Table 4.15 The direct effect of X1 on Y

Line	Coefficient	Sig.	α	Information
	0,311	0,002	0,05	There is a direct influence

Source: research data processing (2022)

The direct effect of organizational support on work motivation (X1 to X2)

Based on the results of the analysis, the following data are obtained:

Table 4.16 Model summary

Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	.365a	.133	.124	10,280

Source: research data processing (2022)

The value of *R Square* of 0.133. This shows that the contribution or influence of organizational support (X1) on work motivation (X2) is 13.3%, while 86.7% is influenced by other variables outside this study. Then for gain value $e1 = \sqrt{(1 - 0.133)} = 0.931$

Table 4.17 Test Results for Path Coefficients X1 to X2

Type	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	43.433	13.303		3.265	.002
Organization Support	1.891	.500	.365	3.785	.000

Source: research data processing (2022)

Based on the table above, the regression coefficient value X1 to X2 is 1.1891 and the path coefficient value X1 to X2 (p_{X1X2}) of 0.365 and a significance value of $0.000 < 0.05$. These results conclude that H1 is accepted and H0 is rejected, which means that the organizational support variable has a positive and significant direct effect on work motivation. Thus the path diagram of model 1 is obtained as follows:

Table 4.18 The direct effect of X1 on X2

Track	Coefficient	Sig.	A	Information
p_{X1X2}	0.365	0.00	0.05	There is influence live

Source: research data processing (2022)

The direct effect of work motivation on employee performance (X2 to Y) Based on the results of the analysis, the following data are obtained:

Table 4.19 Model summary

Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	.352a	.124	.115	5,282

Source: research data processing (2022)

The value of *R Square* of 0.124. This shows that the contribution or influence of work motivation support (X2) on employee performance (Y) is 12.4%, while 87.6% is influenced by other variables outside this study. Then to get value $e1$ namely by formula $e1 = \sqrt{(1 - 0.124)} = 0.935$

Table 4.20 Test Results for Path Coefficients X2 to Y

Model	Unstandardized Coefficients		standardized Coefficients	T	Sig.
	B	std. Error	Betas		
(Constant)	46,443	4,674		9,936	.000
Work motivation	.180	.050	.352	3,630	.000

Source: research data processing (2022)

Based on the table above, the value of the regression coefficient X2 to Y is 0.180 and the path coefficient value X2 to Y (p_{X2}) of 0.352 and a significance value of $0.000 < 0.05$. These results conclude that H1 is accepted and H0 is rejected, which means that the work motivation variable has a positive and significant direct effect on employee performance. Thus the path diagram of model 1 is obtained as follows:

Table 4.21 The direct effect of X2 on Y

Track	Coefficient	Sig.	A	Information
pX2	0.352	0.00	0.05	There is influence live

Source: research data processing (2022)

The indirect effect of organizational support on employee performance through work motivation (X1 to Y through X2)

Based on the results of path analysis (*path analysis*) Obtained the indirect effect of organizational support on employee performance through work motivation.

Analysis of the influence of organizational support (X1) has a direct effect on work motivation (X2) of 0.365 or 36.5% and work motivation (X2) has a direct effect on employee performance (Y) of 0.352 or 35.2%, so organizational support (X1) has an indirect effect on employee performance (Y) through work motivation (X2) as an intervening variable equal to the multiplication of the beta value of X1 to X2 with the value of beta X2 to Y, namely: $0.365 \times 0.352 = 0.128$ or 12.8%. The percentage influence of X1 and X2 on Y can be seen below:

Table 4.22 Percentage of Influence of Independent Variables on Dependent Variables

Variable	Influence Live	Influence no jump X1 against Y through X2	Total impact X1 against Y through X2
X1 Against Y	31.1%	12.8%	0.439 (43.9%)
X1 Against X2	36.5%		
X2 Against Y	35.2%,		

Source: research data processing (2022)

E. DISCUSSION

1) The effect of organizational support on employee performance

Based on the results of tests that have been carried out with path analysis (*Path Analysis*), it is known that there is an influence of organizational support on the performance of employees of PT Huadi Nickel Alloy Bantaeng Regency of 0.311 or 31.1%, including significant. Then the significance value is $0.002 < \alpha (0.05)$. So it can be said that organizational support has a positive and significant effect on employee performance. This means that the higher the organizational support, the employee's performance will increase and vice versa, where organizational support is a very important factor to improve employee performance.

Research conducted (Sukmayanti, 2018) in its results said that perceptions of organizational support had a positive and significant effect on performance. Companies must certainly realize that every employee has a need to be supported by the office where they work to be able to work optimally. Afzali (2014) in his research stated that perceived organizational support will play an important role and significantly contribute to psychological empowerment and organizational learning in turn will improve performance. In line with research conducted by (Darolia, 2010) the results reveal that organizational support positively and significantly influences employee performance.

2) The effect of organizational support on work motivation

Based on the results of tests that have been carried out with path analysis (*Path Analysis*), it is known that there is an influence of organizational support on the work motivation of PT Huadi Nickel Alloy Bantaeng Regency of 0.365 or 36.5%. Then the significance value is $0.000 < \alpha (0.05)$. So it can be said that organizational support has a positive and significant effect on work motivation. This means that the higher the organizational support, the work motivation will increase and vice versa.

The results of this study are supported by research conducted (Liu, 2018) which states that organizational support has a strong influence on motivation. This statement is supported by research conducted (Gillet, 2013) with the conclusion in his research which reads that with organizational support, employee motivation will increase. This means that organizational support has a positive relationship to work motivation. In line with research conducted by (Pauli, et al, 2017) that organizational support has a positive and significant effect on work motivation.

3) The Effect of Work Motivation on Employee Performance

Based on the results of tests that have been carried out with path analysis (*Path Analysis*), it is known that there is an influence of work motivation on the performance of employees of PT Huadi Nickel Alloy Bantaeng Regency of 0.352 or 35.2%. Then the significance value is $0.000 < \alpha (0.05)$. So it can be said that work motivation has a positive and significant effect on employee performance. This means that the higher the motivation to work, the employee's performance will increase and vice versa.

This statement is in line with research conducted by (Kusworo, et al, 2015) in his research which stated that work motivation has a significant impact on performance. The same results were said by (Salleh, 2016) in his research showing that affiliation motivation and performance are positively related. High work motivation will affect the performance of employees so that they work as optimally as possible which will improve company performance. (Pedeste, 2015) in his research said that intrinsic motivation has a positive influence on academic performance. The higher the employee's work motivation, it will affect the resulting performance. These results are reinforced by research conducted by (Aseanty, 2016) that work motivation affects performance.

4) The Effect of Organizational Support on Employee Performance Through Work Motivation as an Intervening Variable

Based on the test results using the path test (*Path Analysis*) on the hypothesis that work motivation mediates the relationship between organizational support on employee performance is acceptable. Thus, poor organizational support and poor work motivation will undermine the performance of employees of PT Huadi Nickel Alloy, Bantaeng Regency.

These results are in line with the results of research conducted by (Bantilan, 2017) the results with the existence of work motivation that individuals have are able to mediate the influence of perceptions organizational support for employee performance. Simultaneously with research conducted by (Zulkifli, 2018) on members of the Sleman police, it was found that organizational support has a significant and positive influence on employee performance through work motivation.

Work motivation is proven to be able to mediate organizational support for employee performance. This means that through work motivation the possibility of decreased performance due to the influence of decreased organizational support can be minimized. Organizational support for employees will decrease if it can be followed by high employee motivation. It is possible to increase employee performance at PT Huadi Nickel Alloy, Bantaeng Regency.

From the explanation above, work motivation is a variable that has an important role in improving the performance of employees of PT Huadi Nickel Alloy, Bantaeng Regency. The statement put forward by (George & Jones, 2005) work motivation can be interpreted as the morale that exists in these employees to be able to work to achieve certain goals. This means that the good support provided by the organization to employees is not necessarily able to improve employee performance if it is not supported by good work motivation from the employees themselves.

F. CONCLUSIONS AND SUGGESTIONS

CONCLUSION

Based on the results of the research and discussion regarding the influence of organizational support and work motivation on the performance of employees of PT Huadi Nickel Alloy Bantaeng Regency, the following conclusions can be drawn:

- 1) There is a positive and significant influence of organizational support on the performance of employees of PT Huadi Nickel Alloy Indonesia, Bantaeng Regency.
- 2) There is a positive and significant influence of organizational support on the work motivation of PT Huadi Nickel Alloy Indonesia, Bantaeng Regency.
- 3) There is a positive and significant effect of work motivation on the performance of employees of PT Huadi Nickel Alloy Indonesia, Bantaeng Regency.
- 4) There is an influence of organizational support on employee performance through work motivation as an intervening variable. PT Huadi Nickel Alloy Indonesia Bantaeng Regency.

SUGGESTION

1. The organizational support variable has an item with the lowest average, namely "workload and work schedule in a fair and equitable manner" meaning that some employees think that the workload of each employee should be fair and equitable, so there is no social jealousy within the scope of the company in order to performance enhancement.
2. The variable of work motivation has an item with the lowest average value, namely "working for this company can guarantee my life in old age" this means that in general the income received is sufficient to meet economic needs, but it is not certain to guarantee life in the old age. later on every employee. For management, it can be suggested that an intensive acceptance or increase in the work results of employees and their families supports an increase in employee motivation.
3. The employee performance variable has an item with the lowest average, namely "I understand how to achieve the results that the company wants" meaning that some employees consider that there are still some employees who have not been able to or are still adjusting to the results desired by the company at any time.
4. For PT Huadi Nickel Alloy Indonesia, Bantaeng Regency has been able to provide good organizational support for employees, work motivation as a mediating variable, because employee motivation plays a role in producing expected performance for management or leaders to be able to continue to motivate employees to be able to carry out their duties properly, providing training to employees to continuously improve the capabilities and expertise of employees and others.

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