

# The Effect of Perceived Organizational Support and Working Environment on Employee Performance at MTs Negeri 4 Cianjur

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## **ABSTRACT:**

This article aims to examine the effect of Organizational Support and Work Environment on Employee Performance at MTs Negeri 4 Cianjur. This study uses a quantitative approach with a survey method by distributing questionnaires to 38 employees at MTs Negeri 4 Cianjur. Hypothesis testing was carried out using multiple regression analysis. The results showed a positive influence between Organizational Support on employee performance. Organizational Support, which includes employee perceptions of organizational support in various aspects, such as recognition, communication, and workplace facilities, emerged as a key factor affecting employee performance. The study emphasized that when employees feel supported by the organization, their performance tends to improve, creating an emotional bond between employees and the institution. Similarly, Work Environment was found to have a positive influence on employee performance. A conducive work environment, characterized by comfortable physical conditions, positive organizational culture, and good interpersonal relationships, emerged as an important factor contributing to improved employee performance. Adequate workplace facilities, effective communication, and sustainable interpersonal relationships create an atmosphere that supports productivity, collaboration, and creativity, all of which have a positive impact on performance. Furthermore, when Organizational Support and Work Environment are integrated together, their positive impact on employee performance becomes even stronger. The integration of Organizational Support and Work Environment were identified as the key to achieving optimal employee performance. Finally, this study contributes to the understanding of the factors that influence employee performance in the context of Islamic educational institutions. The findings emphasize the importance of organizational support and a positive work environment in improving employee performance.

**Keywords:** Perceived Organizational Support, Working Environment, Employee Performance, MTs Negeri 4 Cianjur

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## **1. INTRODUCTION**

In the competitive landscape of modern education, the performance of employees, particularly in educational institutions, plays a crucial role in shaping the quality of education delivered to students. One such institution, MTs Negeri 4 Cianjur, has been focusing on various factors that contribute to enhancing employee performance. This article delves into the significant influence of perceived organizational support and the working

environment on employee performance within this institution. Understanding these dynamics is essential for fostering a supportive and productive workplace conducive to achieving educational excellence.

Perceived organizational support (POS) refers to employees' perception of how much the organization values their contributions and cares about their well-being. This perception significantly impacts employees' job satisfaction, commitment, and overall performance. In educational settings like MTs Negeri 4 Cianjur, where the quality of teaching and administrative work directly affects students' academic outcomes, POS becomes a pivotal element. By examining how POS influences employee performance, this article aims to shed light on the importance of creating a supportive organizational culture.

The working environment is another critical factor that affects employee performance. It encompasses physical conditions, social interactions, and organizational policies that collectively define the workplace atmosphere. For educational institutions, an optimal working environment not only enhances teacher productivity but also improves their morale and motivation. At MTs Negeri 4 Cianjur, a conducive working environment is essential for fostering collaboration, innovation, and a positive attitude among staff members, thereby directly impacting student success.

As an effort to understand and improve employee performance at MTs Negeri 4 Cianjur, it is necessary to pay attention to factors that can affect performance. Perceived Organizational Support (POS) and Work Environment are identified as two important factors that can significantly affect employee performance (Marpaung et al., 2023). This research focuses on two main factors, namely Perceived Organizational Support (POS) and Work Environment. Perceived Organizational Support (POS) includes employees' perceptions of the support provided by the organization for their needs, while Work Environment involves the physical and psychological conditions in the (Capone et al., 2022; Hafeez et al., 2019; Kegel, 2017; Naji et al., 2022).

Human resources (human capital) play a very important role in carrying out the business processes of an organization. Organizational performance is largely determined by the performance of individuals, both leaders and employees in the organization. Company leadership plays an important role in encouraging and directing performance achievement. Thus, a conducive work environment and good teamwork also contribute to the achievement of company performance (Dessler, 2020). It cannot be denied that employees are the most important resource that plays a role in improving the performance of a company or organization. Management is required to be able to optimize the performance of its employees. The existence of human resources in an organization plays a very important role (Turnip, 2020).

Mathis et al., (2017) state that employee performance is influenced by individual abilities, motivation, and support, as well as relationships that occur in organizations such as work environment, teamwork and organizational culture. Several factors that can affect performance can be grouped into two, namely internal factors such as competence and motivation, and external factors such as work environment, organizational culture, leadership, technology, and other external factors (Robbins & Judge, 2021). Performance is the overall result of a person during a certain period in carrying out tasks, such as standard work results, targets that have been determined in advance and have been agreed upon. Employee performance is not just information for promotion or salary determination for the company. However, how companies can motivate employees and develop a plan to improve performance slumps can be avoided (Elizar & Tanjung, 2018).

This article employs a comprehensive approach to analyze the relationship between perceived organizational support, working environment, and employee performance at MTs Negeri 4 Cianjur. Through a combination of qualitative and quantitative research methods, including surveys and interviews with staff members, the study seeks to provide a nuanced understanding of how these factors interplay. By identifying the key elements that enhance employee performance, the findings aim to offer actionable insights for school administrators and policymakers.

## 2. LITERATURE REVIEW

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

Perceived Organizational Support (POS) represents an important dimension in the work environment that reflects the extent to which employees feel supported by the organization where they work. In the context of

this study, the finding that POS partially has a positive and significant effect on employee performance highlights the importance of organizational support in increasing employee productivity and success. This perceived support includes various aspects, such as recognition of employee contributions, open and effective communication from management, and provision of adequate work facilities.

Research shows that when employees feel supported, they tend to have strong emotional ties to the organization. This support creates a positive work environment, where employees feel valued and recognized for their efforts and contributions. Employees' motivation to give their best increases, as they feel they have a workplace that cares about their needs and well-being. In addition, increased job satisfaction as a result of POS also contributes to a partial increase in performance, creating a positive cycle where the organization supports employees, and employees make greater contributions.

Thus, the concept of POS not only creates an emotional bond and positive relationship between the employee and the organization, but also acts as a driver of motivation and job satisfaction, leading to improved performance. The importance of POS is not only in the context of productivity, but also in creating an inclusive and supportive work culture, which has an overall positive impact on organizational achievement and success.

Previous research findings that have been conducted by several researchers, (Alshaabani et al., 2021; Capone et al., 2022; Chandrasekar, 2011; Dewi & Wibawa, 2023; Eisenberger et al., 2020; Giao et al., 2020; Imran et al., 2020; Kao et al., 2023; Karatepe et al., 2022; Kegel, 2017; Khairunnisa, 2023; Kleynhans et al., 2022; Kurtessis et al., 2017; Marpaung et al., 2023; Setyawan et al., 2022; Shabbir et al., 2021). strengthen and deepen understanding of the effect of perceived organizational support (POS) on employee performance.

H1: Perceived Organizational Support has a positive effect on Employee Performance at MTs Negeri 4 Cianjur

### ***The Effect of Working Environment on Employee Performance***

A positive working environment partially plays a significant role in influencing employee performance. A conducive work environment includes a number of factors that create adequate and pleasant working conditions. These factors involve comfortable physical conditions, such as ergonomic workspace arrangements, as well as aspects of positive organizational culture, such as the values applied and upheld in the organization. In addition, good interpersonal relationships between employees are also an integral part of a supportive work environment.

The research findings emphasize that when employees are in a positive work environment, they tend to show improved performance. Adequate work facilities, such as up-to-date technology and other supporting facilities, create conditions that make it easier to carry out their tasks. Effective communication among team members and with management is also an important factor in creating a work environment that supports productivity. The continuity of relationships between employees, both professionally and socially, creates a positive and collaborative atmosphere, which can stimulate creativity and innovation.

Thus, the concept of a positive working environment includes not only physical factors, but also cultural and social aspects within the organization. A supportive work environment creates conditions where employees feel motivated to work effectively and productively. Therefore, investing in creating a conducive working environment is not only a benefit for employees, but also a smart strategy for organizations to achieve optimal performance levels.

Previous studies have consistently highlighted that work environment has a positive and significant impact on employee performance. In line with previous findings, the results of this study provide additional support and validation of the importance of working environment as a determining factor that contributes to improving employee performance. (Angrainy et al., 2020; Khairunnisa, 2023; Marpaung et al., 2023; Novriani Gultom & Nurmayasroh, 2021; Abun et al., 2021; Badrianto & Ekhsan, 2019; Chandrasekar, 2011; Hafeez et al., 2019; Karatepe et al., 2022; Kegel, 2017; Marhani et al., 2022; Munandar et al., 2019; Naji et al., 2022; Putri et al., 2019; Saidi et al., 2019; Singgih et al., 2020).

H2: Working Environment has a positive effect on Employee Performance at MTs Negeri 4 Cianjur

### Conceptual Framework

The main research objective of this study is to examine the effect of perceived organizational support (POS) and working environment on employee performance both partially and simultaneously. The effect of perceived organizational support (POS) and working environment on employee performance has an important role in determining the level of productivity and job satisfaction in the workplace. Perceived organizational support refers to employees' perceptions of the support they receive from the organization where they work. This support can include various things, ranging from recognition of employee contributions, opportunities for career development, to attention to employee welfare. Employees who feel supported by the organization tend to have higher levels of motivation and loyalty, which in turn can improve their performance.

In addition, the working environment also plays an important role in influencing employee performance. Working environment includes all the physical, psychological, and social aspects of the workplace that can affect employee well-being and productivity. A comfortable, safe, and supportive work environment can improve employees' job satisfaction, motivation, and mental health. Conversely, a non-conducive work environment, such as high stress levels, conflicts between coworkers, or lack of support from superiors, can negatively impact employee performance and well-being. Organizations that are able to create a supportive work environment and provide strong support to employees tend to have higher levels of performance. Therefore, it is important for management to pay attention to and improve these factors in order to create a positive work environment and support employee growth and well-being. Graphically, the conceptual framework of this study can be described in Figure 1.

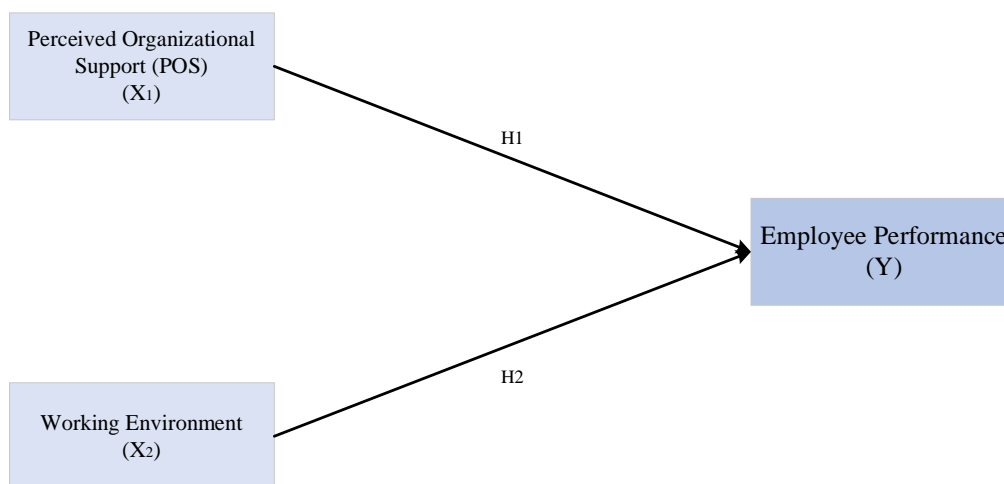


Figure 1: Conceptual Framework

### 3. RESEARCH METHODOLOGY

This research is a quantitative study. Quantitative methods are part of the positivist paradigm (Creswell & Creswell, 2018; Hair et al., 2020; Hair Jr et al., 2019; Saunders et al., 2018; Sekaran & Bougie, 2016). This research is also explanatory research, which is research that aims to test a theory or hypothesis. Based on its function, this research is correlational research, which intends to test the relationship between the independent variable and the dependent variable. This study involved 38 employees of MTs Negeri 4 Cianjur. The sampling technique used the census method, meaning that all employees were involved as research respondents. The data collection was conducted by distributing questionnaires. Hypothesis testing was carried out using Multiple Regression Analysis.

### 4. RESULTS AND DISCUSSION

Regression analysis is used to test the presence / absence of the influence of the independent variable on the dependent variable used in the analysis model. The amount of influence of the independent variable on the

dependent variable is as large as the regression coefficient shown. This test was conducted to determine the effect of Perceived Organizational Support and Working Environment variables on Employee Performance. The test results can be seen in the Table 1.

**Table 1: Multiple Regression Test Results**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	Sig. F Change
1	.824 <sup>a</sup>	0.679	0.661	1.838	0.679	37.097	0.000
a. Predictors: (Constant), Working Environment, Perceived Organizational Support							
b. Dependent Variable: Employee Performance							

Based on the results of the analysis, it is found that the R value is 0.824 or 82.4%, meaning that the Perceived Organizational Support and Working Environment variables together have a strong relationship with Employee Performance. The coefficient of determination is measured from (R<sup>2</sup>). Based on the results of the regression analysis, the R<sup>2</sup> value is 0.679 or 67.9%, which means that the Perceived Organizational Support and Working Environment variables are predictors or determinants of Employee Performance, the coefficient of determination is 67.9%, while 32.1% is explained by other variables not used in the model. The greater the R<sup>2</sup> value, the greater the model's ability to explain the observed phenomenon.

Goodness of Fit in regression analysis is a measure used to evaluate how well the regression model fits the observed data. It provides an idea of how well the independent variables in the model can explain the variation in the dependent variable. The F test is a statistical test used to evaluate whether the overall regression model is significant.

**Table 2: F Test Results**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	250.707	2	125.354	37.097	.000 <sup>b</sup>
	Residual	118.266	35	3.379		
	Total	368.974	37			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Working Environment, Perceived Organizational Support

This regression analysis shows that the regression model as a whole has a significant influence on the dependent variable. A high F-statistic value and low significance indicate that at least one independent variable in the model has a significant influence on the dependent variable. This indicates that the regression model is a viable model to use in analyzing the relationship between the independent and dependent variables in the observed data.

The t test is used to show how much influence an independent variable has on the dependent variable. The t-test is used to test whether the independent variables used in the research model partially have a significant effect on the dependent variable. The hypothesis can be accepted if the value of t-count is greater than t-table. The degree of error tolerated is 0.05 and the degree of confidence (confidence interval) is 0.95. the significance level used in this analysis is 0.05. The complete t-test results can be seen in Table 3.

**Table 3: Results of t Test (Hypotheses Testing)**

Model	Unstandardized Coefficients		Std. Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	10.165	3.241		3.136	0.003
Perceived Organizational Support	0.472	0.219	0.352	2.155	0.038
Working Environment	0.408	0.130	0.513	3.146	0.003

a. Dependent Variable: Employee Performance

This regression coefficient analysis provides information about the contribution of each independent variable (Perceived Organizational Support and Working Environment) to Employee Performance. The constant value (B0) is 10.165, which is the estimated value of Employee Performance when all independent variables are set at zero. The t value of 3.136 with a significance of 0.003 indicates that this constant is significantly different from zero.

The coefficient (B) for Perceived Organizational Support is 0.472, indicating that every one unit increase in Perceived Organizational Support is associated with a 0.472 unit increase in Employee Performance. This coefficient has a t-value of 2.155 with a significance of 0.038, indicating that this variable has a significant impact on Employee Performance. The coefficient (B) for Working Environment is 0.408, indicating that every one unit increase in Working Environment is associated with a 0.408 unit increase in Employee Performance. This coefficient has a t value of 3.146 with a significance of 0.003, indicating that this variable has a significant impact on Employee Performance. Beta for Perceived Organizational Support is 0.352, and Beta for Working Environment is 0.513. Beta measures the relative contribution of each independent variable in standardized units to the dependent variable. In this context, Working Environment has a higher Beta, indicating its greater contribution to Employee Performance than Perceived Organizational Support. Thus, the results of the analysis show that Perceived Organizational Support and Working Environment have a significant influence on Employee Performance, with Working Environment making a greater contribution based on its higher Beta coefficient.

One of the most critical findings of this study is that the POS indicator with the lowest average score pertains to the perception that "School management shows a sense of fairness in career development opportunities for all employees." This suggests that employees feel a disparity in how career advancement opportunities are distributed, which can lead to dissatisfaction and decreased motivation. To address this issue, it is imperative for school management at MTs Negeri 4 Cianjur to implement transparent and equitable policies regarding career development. By ensuring that all employees, regardless of their position or tenure, have access to professional growth opportunities and a clear pathway for career progression, management can significantly enhance perceived organizational support. This can involve regular assessments of career development processes, unbiased performance evaluations, and the creation of mentorship programs that guide employees towards their career goals. By fostering a culture of fairness and equal opportunity, the school can not only improve employee morale but also boost overall performance, leading to a more dynamic and effective educational environment.

The study also highlights that the work environment indicator with the lowest average score is related to the adequacy of equipment supporting the implementation of work. Specifically, employees at MTs Negeri 4 Cianjur have expressed concerns over outdated or insufficient tools such as computers, photocopiers, printing machines, and other essential equipment. This shortfall can hinder their efficiency and effectiveness, impacting overall job performance and satisfaction. To create a more conducive work environment, it is crucial for the school management to prioritize the provision and regular updating of necessary equipment. Investing in modern technology and ensuring that all staff have access to reliable, high-quality tools can significantly enhance their ability to perform tasks smoothly and efficiently. Additionally, regular maintenance and timely upgrades of these resources can prevent disruptions and ensure a seamless workflow. By addressing this critical aspect of

the work environment, management can improve employee morale, increase productivity, and foster a more supportive and efficient workplace, ultimately contributing to better educational outcomes for students.

he study reveals that the employee performance indicator with the lowest average score pertains to the ability of employees to complete work quickly and on time. This issue indicates challenges in time management and efficiency among staff at MTs Negeri 4 Cianjur. To address this, management can implement strategies to enhance the speed of work completion and punctuality. One effective approach is to introduce incentive programs that reward timely and efficient work, motivating employees to improve their performance. Additionally, strengthening organizational support by providing necessary resources, training, and clear guidelines can empower employees to manage their tasks more effectively. Creating a more conducive work environment by ensuring access to up-to-date equipment, fostering a collaborative atmosphere, and reducing unnecessary bureaucratic hurdles can also significantly contribute to improving work speed and punctuality. By combining these efforts, management can help cultivate a culture of efficiency and accountability, ultimately leading to enhanced overall employee performance and better organizational outcomes.

## **5. MANAGERIAL IMPLICATION**

This research provides theoretical implications and managerial implications. The theoretical implications are: First, the findings of this study make a significant contribution to organizational theory by strengthening the relationship between Perceived Organizational Support (POS) and Working Environment with employee performance in the educational context, especially at MTs Negeri 4 Cianjur. The results of the study can enrich our understanding of how these variables can interact and impact performance in educational institutions. Second, this study can support the development of employee performance theory by highlighting the importance of organizational and work environment factors in improving employee productivity and contribution. The theoretical implications can help expand knowledge about the factors that drive employee performance in schools.

The managerial implications are: First, The management of MTs Negeri 4 Cianjur can take steps to strengthen human resource management policies that support Perceived Organizational Support and improve the quality of the work environment. This may include developing employee support policies, better communication, and improving facilities and working conditions. Second, based on the research findings, management can design training and development programs to improve perceived organizational support and create a positive work environment. This training can help employees to better understand their roles and responsibilities while increasing engagement and job satisfaction. Third, 3. concrete measures, such as facility improvements, promotion of an inclusive organizational culture, and creating comfortable working conditions, can be part of managerial strategies to improve the working environment. The implementation of these policies can have a positive impact on employee well-being and, in turn, improve employee performance.

Management should consider strengthening organizational support policies, including the implementation of policies that support work balance, career development, and the promotion of employee well-being. This can strengthen Perceived Organizational Support (POS) and improve employee satisfaction and performance. Based on the findings on the importance of the work environment, management should focus on physical and social improvements in the workplace. This includes improving facilities, enhancing interpersonal relationships, and promoting a positive organizational culture. Investing in the quality of the work environment can yield long-term results in improving employee productivity and performance. Management can design training programs aimed at improving interpersonal skills, leadership, and employee engagement. Such training can help employees overcome challenges they may face in the work environment and increase their adaptability to organizational change. To increase the perception of organizational support, management may consider involving employees in decision-making processes that affect them. This not only creates a sense of ownership, but also enhances effective organizational communication.

## **6. CONCLUSION**

Based on the Perceived Organizational Support (POS) aspect, it shows that employees at MTs Negeri 4 Cianjur feel positive support from the organization, and this consistently contributes positively to employee performance. Perceived organizational support creates a positive work environment and provides additional motivation for employees to make optimal contributions.

Working Environment also has a positive and significant impact on employee performance at MTs Negeri 4 Cianjur. The quality of the work environment, involving factors such as physical and social facilities, organizational culture, and interpersonal relationships, turns out to have a very important role in improving employee productivity and well-being. Perceived Organizational Support and Working Environment, when integrated, the test results show that the combination of the two factors complement each other and together have a positive and significant impact on employee performance at MTs Negeri 4 Cianjur. This conclusion provides a strong foundation for school management to continue to strengthen organizational support and improve the quality of the working environment as an effective strategy in improving employee performance and achieving organizational goals more efficiently.

## 7. LIMITATION AND FUTURE RESEARCH

This study has several limitations which can be explained as follows: First, the number of samples used in this study was 38 respondents. Although the sampling technique with the census method makes all employees at MTsN 4 Cianjur, in multifariate analysis, at least the unit of analysis used is at least 5 times the indicators used in the study (Hair et al, 2019). Using the rule of thumb of multiple regression analysis, the number of units of analysis used is at least 100 respondents (Ghozali, 2018). Second, common method variance (CMV) is one of the limitations that often occurs in research involving data collection through questionnaires or self-report. CMV occurs when variation in respondents' answers does not fully reflect variation in the construct being measured, but is partly due to common methodological factors, such as the way questions are delivered, the research environment, or respondent characteristics. CMV can be a serious problem because it can lead to overestimation or underestimation of the relationship between variables in the study. To overcome CMV, researchers can implement several strategies, such as using different data collection techniques, varying the order of questions, or controlling for external factors that may influence responses. Statistical analysis methods such as single-factor testing or variance analysis can also be used to check the level of CMV in the data and account for it in the analysis.

Based on the results of the analysis, discussion and conclusions, several recommendations can be given for further research. First, the number of respondents involved in this study was relatively small. For this reason, further research can increase the number of respondents both from one school including teachers and education units equivalent to MTs Negeri 4 Cianjur. This is intended so that the results of the study can be generalized to similar educational institutions. Second, in developing future research, it is recommended to further explore the interaction between Perceived Organizational Support (POS) and Working Environment with other variables that can affect employee performance. Further research can help identify additional variables that can mediate or moderate this relationship. Third, to gain a more holistic understanding of the impact of POS and working environment on employee performance, it is recommended to conduct comparative studies in other educational institutions. This may provide insights into the extent to which the findings are generally applicable or if there are significant differences among various educational contexts.

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