
The Effect Of Job Security And Organizational Support On Job Satisfaction And Its Implication On Employee Performance In The Ministry Of Religion Office Of Banda Aceh City

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Abstract

This research examined the effect of job security and organizational support on job satisfaction and the implications of employee performance in the Ministry of Religion Office of Banda Aceh City. The appropriate research population was 198 employees in the Ministry of Religion of Banda Aceh City. The sample number was determined using census techniques (total sampling) with saturated sampling technique. The research model was analyzed using Structural Equation Modeling (SEM) through the use of the Amos application. The results of this research on employees in the Ministry of Religion of Banda Aceh City proved that job security affected employee job satisfaction, organizational support had no effect on employee job satisfaction, job security had no effect on employee performance, organizational support affected employee performance, job satisfaction did not affect employee performance, job satisfaction did not mediate the effect of job security on employee performance, and job satisfaction did not mediate the effect of organizational support on employee performance. So it can be summarized that from the research results, high or low employee performance was not influenced by perceived job satisfaction and job security, but was influenced by support from the organization. For future researchers, it is hoped that they can further complement and develop the test results of this model by adding other variables such as leadership that is suitable for bureaucratic type organizations such as the object of this study, or adding a moderating variable to the effect of organizational support on employee performance which has proven to be significant in this study.

Keywords: Job Security, Organizational Support, Job Satisfaction, Employee Performance.

1. Introduction

Performance is a reflection of an agency's ability to manage and allocate its resources. The success and failure of an organization is very dependent on the quality of its human resources. Human resources are required to provide a competitive advantage in an effort to support the sustainability of optimal organizational performance. Its competitive advantage can be seen from the aspects of employee knowledge, skills, and work attitudes and behavior that lead to the achievement of organizational goals. The rapid development of technology, information and science today has made globalization a strategic aspect and has had a major influence on changes in systems and values in society, community organizations, as well as

government organizations. Civil servants who are the state apparatus and public servants, have an important role in building a civilized and law-abiding society, modern civilized, democratic, just, prosperous, and have high morals, who carry out their services fairly and equitably, maintaining unity and national unity, with full loyalty to Pancasila and the 1945 Constitution.

The Ministry of Religion Office of Banda Aceh City, or we can mention it as a Ministry of Religion of Banda Aceh City, is a government agency/institution that manages the religious programs of the Banda Aceh city community. Government agencies like this have a culture that is still bureaucratic and a system of procedures and hierarchies that are less flexible. This agency is subject to the ministerial level in charge of community religious programs nationally, so that the partial command is still centralized. Part of the management of employees who have civil servant status is of course still partly centralized, although of course there are also policies that can be made decentralized.

In their performance, an employee is required to realize the goals of the organization which require discipline and commitment in its realization. Good quality performance can be achieved if an organization can provide support and security for employee performance so as to provide job satisfaction to these employees. Individual performance can be seen as the result of employees' work both in terms of quality and quantity based on the performance and work standards that have been set. This individual's performance will be high if it is supported by the attributes of job satisfaction, job security, and organizational support. In terms of making it happen, employees act in collaboration with other employees which ultimately results in the goals of the organization. An employee who has high dedication and loyalty to his duties and functions certainly has a high sense of responsibility so he will continue to try to carry out his duties seriously.

As has been stated, high employee performance will be achieved if the attributes of job satisfaction, job security, and organizational support tend to be good. In the initial survey that researchers conducted on employees at the Ministry of Religion of Banda Aceh City, it was found that there were still employees who were not able to work according to the standards set by their superiors. The low performance of employees at the Ministry of Religious Affairs in Banda Aceh is due to the low level of job satisfaction felt by employees. To achieve job satisfaction, an employee wants job security that should be obtained from the organization that oversees him. Employees want job security in the form of certainty and guaranteed future careers that they can get at a later date, such as promotion opportunities.

Organizational support is also closely related to employee performance. Internal organizational support is related to the implementation of an employee's duties in carrying out his duties. Organizational support is not only limited to career development, but organizational support is also part of the relationship between employees and leaders, because it means what the organization does for them, at least in the beliefs of employees. When employees experience a supportive situation, employees will naturally have good resources to deal with demands and work mentality which results in job satisfaction and increased work ability.

Based on the above problems, research was carried out at the Ministry of Religion in Banda Aceh. Researchers focused more on the performance of human resources, where many employees were transferred because of poor job promotion problems, poor working conditions and bullying or teasing fellow colleagues. In this study, researchers focused on what happened at the Ministry of Religion in Banda Aceh, considering that in carrying out their activities many agencies faced problems and obstacles such as performance, job satisfaction, organizational support, and job security.

2. Literature Study

Employee Performance

The success of an organization is certainly influenced by employee performance, which causes each company to strive to improve and strengthen the performance of its employees in achieving organizational goals that have previously been set. Employee performance leads to the performance of an employee which is measured based on the standards and criteria set by the company. Performance is a condition related to the success and success of an organization in carrying out its mission which can be measured from the level of productivity, service quality, responsiveness, responsibility and accountability (Hamid, 2015). According to (Mangkunegara, 2013) performance can be expressed as a result of work in quality and quantity that can be achieved by an employee in carrying out tasks in accordance with the responsibilities assigned to him. According to (Timpe, 2012), performance is related to the level of achievement of a person or employee in an organization or company that can increase the company's productivity.

(Zainal, 2015) described that performance is a result of work or the level of success of a person as a whole at a certain period in the implementation of his duties compared to a standard of work results, targets, targets or criteria that have been predetermined and have been mutually agreed. Meanwhile, according to (Robbins & Judge, 2017), employee performance was stated as the result of an employee's work for a certain period of time compared to various possibilities, such as standards, targets / targets or criteria that have been previously determined and have been mutually agreed upon. So it can be stated that performance is part of the work process which can be a measure of the success of a job. Employee performance can be assessed by measuring by looking at work results based on indicators of job performance. Performance measurement is intended to compare the performance standards with their implementation. The comparison is of course determined based on the organization's future projections. This means that if there is a mismatch that occurs, it can be corrected in the process of implementing future work so that performance will continue to improve.

From some literature, of course, it can also be summarized that employee performance in this study is the same as the previous employee performance concept, namely how the employee's work results during a certain period. Although several references related to indicators and measurement concepts regarding employee performance have different packages, this study has determined the use of measurement indicators by considering their suitability with gaps on research variables, namely employee performance, so as to produce valid and reliable data to answer the research hypothesis. Researchers use indicators according (Rana & Munir, 2011), which stated that the factors that can have an impact on employee performance in an organization are divided into two factor dimensions, namely financial and non-financial factors, and also strengthened by their derivatives according to (Rivai & Sagala, 2014) which stated that there are several indicators to measure employee performance, namely: (1) quantity; (2) quality; (3) timeliness; (4) service orientation; (5) integrity; (6) work commitment; (7) discipline; and (8) cooperation.

Job Satisfaction

(Robbins & Judge, 2017) stated that job satisfaction is a feeling of someone who is positive about his job which is the result of an evaluation of the characteristics of the job. In that sense, a person's job is meant more than just an activity that is just organizing paper, writing program code, waiting for customers, or driving a truck. Every job generally requires an interaction with

colleagues and superiors, follows all organizational rules and policies, meets existing work and performance standards, accepts working conditions that are not or less than ideal, and also other conditions.

(Gibson, Ivancevic, & Konopaske, 2012) explained that an existing employee satisfaction does not automatically increase productivity, although employee dissatisfaction tends to reduce productivity, cause more frequent avoidance of work, or cause work results to be of lower quality than employees who are satisfied. (Luthans, 2012) revealed that employees who are said to have a high level of satisfaction tend to have better physical health than those who have low levels of satisfaction, tend to learn new job-related tasks more quickly, have fewer or a minimum of work accidents, file fewer complaints, can improve performance, can reduce or decrease employee turnover and also reduce absenteeism. (Zainal, Hadad, & Ramly, 2019) illustrated that job satisfaction is intended as an assessment of workers about how far their overall job can satisfy their needs. In other words, job satisfaction is a reaction to an employee's feelings about work or work experience, an employee feels whether or not there is a match between what is expected and what he gets for various things related to the work environment, work relationship, the job itself and so on.

Thus, from the description above it can be summarized that job satisfaction is a picture of positive feelings or a positive emotional condition psychologically from a person for his job, thus forming certain attitudes and behaviors of an employee towards work or organization according to what he feels. To measure it, in this study researchers used indicators according to (Herzberg, 2003) namely: (1) Achievement, (2) Recognition, (3) The work itself, (4) Responsibility, (5) Advancement, (6) The possibility of growth, in which these indicators, according to the researcher's view, are very suitable in measuring job satisfaction variables in this study.

Job Security

According to the needs theory stated by (Maslow, 1943) in (Robbins & Judge, 2017) explained that in every human being there are five hierarchies related to needs, namely physical or physiological need, security need, social need, the need for appreciation, and self-actualization need which are an impetus to become someone according to his abilities. Of the five needs mentioned above, one of which is quite important is the need for security which includes a desire to be protected from physical harm as well as emotional harm. This can also be said as job security.

Job security has an important role in helping individuals or employees work and not worrying too much about future careers, promotions, and work security and safety. (Rabenu, Yaniv, & Elizur, 2016) defined job security as the expectations of employees for the continuity and continuity of their work, which includes important matters such as promotion opportunities, general working conditions and long-term career opportunities. Maintaining employee job security is also an important matter for agencies in Aceh including the ministry of religion.

Job security is often associated with the safety and health of employees. According to (Mondy, 2010) the safety itself includes a protection for employees from injuries caused by accidents related to the implementation of their work. And health leads to freedom from physical and emotional illness. In addition to the understanding of job security previously disclosed, it is also described in a journal written by (Senol, 2011), that job security is a guarantee that an employee will remain in his job without the risk of experiencing unemployment, and guarantees that employees and their families will not lose income and maintain their lives in order to remain decent.

From several literatures regarding the concept and how to measure job security, in this study researchers used job security indicators according to (Clark & Postel-Vinay, 2009) which consists of: (1) future career, (2) promotion opportunities, (3) job security, where these indicators are deemed appropriate to measure job security variable gaps in this study.

Organizational Support

The formation of performance within the organization is of course always associated with what support is provided from the organization. Certain forms of support from an organization for its employees who are in the process of working are certainly an obligation for the organization, where the existence of the organization should be able to stimulate its employees to achieve the best performance. Organizational support can be in the form of providing the necessary human resources, work facilities and infrastructure that can meet the various work needs of its employees. So, the contribution of support from the organization becomes a need for employees related to their satisfaction at work and their satisfaction with their work, which of course has a big role for every employee to achieve the best work results and they can pursue their careers as well as possible. Within the organization, social interaction can occur in the context of the individual and the organization. Related to this, the concept of the organizational support variable tries to describe the interaction of individuals with the organization, which specifically studies how the organization treats its individuals (its members). Organizational support is perceived to be very important for shaping employee behavior.

The level of trust that employees have in organizational support is, of course, the result of their evaluation of the experience gained and their observations about the way the organization treats them in general. (Neves & Eisenberger, 2012) stated that employees or individuals in the organization must develop a comprehensive belief to determine the readiness of the organization's personification to give rewards for work efforts that can increase and meet the employee's need to be praised and appreciated. This is at the heart of the organization's support to its employees.

According to (Rhoades & Eisenberger, 2002), Organizational support is more perceived as an organizational commitment to individuals. If in the interaction between individuals and organizations, the term organizational commitment of individuals to the organization is known; then organizational support means the opposite, namely the commitment of an organization to individuals (employees) in the organization. Organizational commitment to employees can be presented in various forms of giving, such as giving in the form of rewards, equal compensation, or fair organizational presentations. Forms of support like this then develop starting from extrinsic (material) support such as salaries, bonuses, allowances, and so on; until it is enriched with intrinsic (non-material) support, such as praise, attention, acceptance, information, intimacy, self-development, and so on. While (Randall, Cropanzano, Bormann, & Birjulin, 1999) explained that organizational support leads to the attitude of an organization becoming proud of their workers, to compensating fairly and following and adjusting to the needs of its workers. While also from the other side, the organizations they are in must be able to deal with environmental pressures that are constantly and always changing, which makes these organizations have to survive and think about how to improve their performance. (Becker & Gerhart, 1996).

From several concepts, it can be concluded that organizational support is needed by employees when they work. Support can come from various forms, both material and non-material, so that in this study the researchers used indicators of organizational support according

to (Randall et al., 1999) which consists of: (1) support from agencies, (2) support from superiors, (3) support from colleagues, where the researcher views that these indicators are appropriate to measure gaps for the organizational support variable in this study.

Research Paradigm

Based on the discussion of the problems and research literature, the researcher formulates the research paradigm and hypothesis which are described as follows.

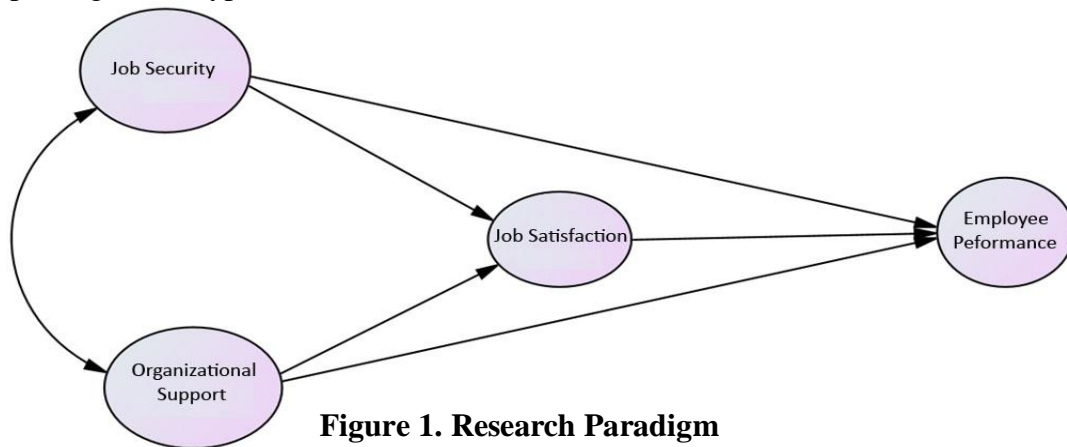


Figure 1. Research Paradigm

- H1: Job Security Affects Employee Job Satisfaction at the Ministry of Religion of Banda Aceh city
- H2: Organizational Support Affects Employee Job Satisfaction at the Ministry of Religion of Banda Aceh city
- H3: Job Security Affects Employee Performance at the Ministry of Religion of Banda Aceh city
- H4: Organizational Support Affects Employee Performance at the Ministry of Religion of Banda Aceh city
- H5: Job Satisfaction Affects Employee Performance at the Ministry of Religious of Banda Aceh City
- H6: Job Satisfaction Mediates the Effect of Job Security on Employee Performance at the Ministry of Religion of Banda Aceh city
- H7: Job Satisfaction Mediates the Effect of Organizational Support on Employee Performance at the Ministry of Religion of Banda Aceh city

3. Research Methods

This study used an object, namely the Ministry of Religion of Banda Aceh city. The research variables that have been identified are job security, organizational support, job satisfaction and employee performance. The population in this study was 198 employees in the Ministry of Religion of Banda Aceh city. The sample number determined by using census method (total sampling) with saturated sampling technique. Data obtained through the use of questionnaires. List of questions asked and assessed using a Likert scale. The research model was analyzed using Structural Equation Modeling (SEM) through the use of the Amos application. Structural Equation Modeling (SEM), or Structural Equation Modeling, is a set of statistical techniques that allows the simultaneous testing of a series of relatively 'complex' relationships (Ferdinand, 2014). Structural Equation Modeling has the ability to explain both

direct and indirect (direct or indirect) effects between interrelated variables and produces the sum of the effects of both indirect and direct effects in contrast to multiple linear regression which is only related to direct effects (Westland, 2012). Before testing the hypothesis, confirmatory factor analysis (CFA). CFA in SEM needs to be done to ensure that the indicators are in a fit condition (Silva & Alwi, 2008).

To test the mediating variables, this study used the Sobel test. The mediation hypothesis focused on an exogenous variable (independent) affecting the endogenous variable (dependent) through more variables or one of the mediations called the intervening variable (mediator). According to (Baron & Kenny, 1986) The intervening variable is called a variable which can affect the relationship between the predictor variable (exogenous) and the criterion variable (endogenous). The researcher seeks to assess the extent to which exogenous variables influence endogenous variables, whether directly or indirectly through a mediator, as the method described by (Iacobucci, 2010). To test the hypothesis of the indirect relationship between variables in the research model, the Sobel calculator was used. Testing the mediating effect (mediating effect) in this study used an approach (Ma'ruf, 2005).

The model formed in this study was based on the justification that forms a causal relationship from the construct (variable) research model, in this study had a variable construct consisting of two exogenous constructs, namely job security and organizational support, one mediating variable construct, namely job satisfaction, and one endogenous variable, namely performance. Judging from the relationship between existing variables, this research was a causal research, namely research that explains the effect of one variable on another, or changes (effects) in one variable are caused by other variables in an attempt to identify causal effects (Saunders, Lewis, Thornhill, & Bristow, 2019). The unit of analysis is an individual because each respondent's answer represents his or her own opinion, which in this study is an employee at the Ministry of Religion in Banda Aceh.

4. Results and Discussion

The structural model analysis that explains the effect test between variables is presented in the following path diagram.

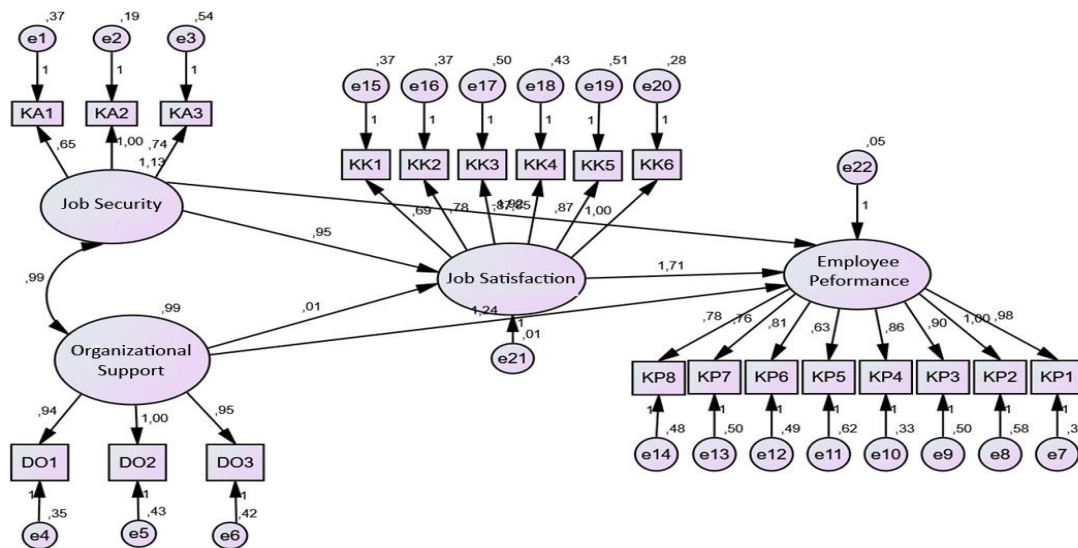


Figure 2. Structural Model

Direct Effects and their Coefficients

The test results of the full model for testing the direct effect hypothesis after fulfilling the SEM assumptions are more clearly shown in the following table:

Table 1. Hypothesis Testing Results

			Estimate	C.R.	P	Conclusion
Job Satisfaction	<---	Job Security	0.948	7.837	0.000	Ha Accepted
Job Satisfaction	<---	Organizational Support	0.013	0.100	0.920	Ha Rejected
Employee Performance	<---	Job Satisfaction	1.714	0.382	0.702	Ha Rejected
Employee Performance	<---	Job Security	-1.917	-0.433	0.665	Ha Rejected
Employee Performance	<---	Organizational Support	1.241	3.401	0.000	Ha Accepted

Source: Questionnaire / Primary Data. 2020 (processed)

From table 1 above. For direct influence can be explained per hypothesis is:

H1 : The Effect of Job Security on Job Satisfaction in the Ministry of Religion of Banda Aceh City

Based on testing the effect of job security on job satisfaction in the Ministry of Religion, Banda Aceh City, the significance value is 0.000 and the estimated value of job security on job satisfaction is 0.948. This figure reveals that job security effected job satisfaction, where an increase in job security by 1 unit raised job satisfaction by 0.948 units. So it can also mean that the better job security will have a direct and real effect on increasing job satisfaction. Then the test results for Hypothesis 1 means that the hypothesis is accepted.

H2 : The Effect of Organizational Support on Job Satisfaction in the Ministry of Religion of Banda Aceh City

From testing the effect of organizational support on Job Satisfaction in the Ministry of Religion in Banda Aceh City, the resulting significance value is 0.920 and the estimated value of organizational support on Job Satisfaction is 0.013. This figure reveals that organizational support did not significantly affect job satisfaction, where in other words an increase in organizational support will not increase job satisfaction significantly. Then the test results for Hypothesis 2 means that the hypothesis is rejected.

H3 : The Effect of Job Security on Employee Performance in the Ministry of Religion of Banda Aceh City

Based on testing the effect of job security on employee performance in the Ministry of Religion, Banda Aceh City, the resulting significance value is 0.665 and the estimated value of job security on employee performance is -1.917. This figure reveals that job security did not significantly affect employee performance, where in other words, an increase of job security will

not increase employee performance significantly. Then the test results for Hypothesis 3 means that the hypothesis is rejected.

H4 : The Influence of Organizational Support on Employee Performance in the Ministry of Religion of Banda Aceh City

From testing the effect of organizational support on employee performance in the Ministry of Religion, Banda Aceh City, the resulting significance value is 0.000 and the estimated value of organizational support on employee performance is 1.241. This figure reveals that organizational support affected employee performance, where an increase in organizational support by 1 unit raised employee performance by as much as 1.241 units. So that it can also mean that the better organizational support will have a direct and real effect on improving employee performance. Then the test results for Hypothesis 4 means that the hypothesis is accepted.

H5 : The Effect of Job Satisfaction on Employee Performance in the Ministry of Religion of Banda Aceh City

Based on testing the effect of job satisfaction on employee performance in the Ministry of Religion, Banda Aceh City, the significance value is 0.702 and the estimated value of job satisfaction on employee performance is 1.714. This figure reveals that job satisfaction did not significantly affect employee performance, where in other words an increase in job satisfaction will not result a significant increase in employee performance. Then the test results for Hypothesis 5 means that the hypothesis is rejected.

Mediation Effects and Its Coefficients

In the following discussion we will examine the results of the indirect effect test for hypotheses 6 and 7.

Table 2. Role of Mediation Variables

	Total Effect	Direct Effect	S.E	Ind. Effect	Sobel Test	S.E (Ind)	C.R.	P
Job Satisfaction \leftarrow Job Security	0.986	0.986	0.121				7.837	0.000
Job Satisfaction \leftarrow Organizational Support	0.012	0.012	0.127				0.100	0.920
Employee Performance \leftarrow Job Satisfaction	1.740	1.740	4.482				0.382	0.702
Employee Performance \leftarrow Job Security	-0.307	-0.307	4.428				-0.433	0.665
Employee Performance \leftarrow Organizational Support	1.245	1.223	0.365				3.401	0.000
Employee Performance \leftarrow Job Satisfaction \leftarrow Job Security				1.716	0.388	4.424		0.698
Employee Performance \leftarrow Job Satisfaction \leftarrow Organizational Support				0.021	0.092	0.227		0.937

Source: Questionnaire / Primary Data. 2020 (processed)

To answer the mediation hypothesis. Then the data were analyzed through the search for the value of the sobel test using calculator software developed by (Preacher & Leonardelli. 2010). Proof of the effect can be seen from the value of the "test statistic" in the row "Sobel Test" or the probability value result of the calculation by the Sobel calculator. If the hypothesis has proven, the value of the influence magnitude can be seen from the value of the indirect coefficient listed in table 2 which summarizes the test results. However, if the hypothesis is rejected (not significant), the coefficient will not be discussed in the description of the results of this study. Thus based on table 2 it can be explained that the results of testing hypotheses 6 and 7 regarding the role of the mediating variable can be explained as follows.

H6 : Job satisfaction Mediated the Effect of Job Security on Employee Performance in the Ministry of Religion of Banda Aceh City?

After testing the indirect effect for Hypothesis 6 according to the method described by (Baron & Kenny. 1986) The result shows that the indirect effect of job security on employee performance through job satisfaction based on the results of the Sobel calculator is 0.388 where this value is <1.960 . This figure implies that there was no significant indirect effect of job security on employee performance. Then this result concludes that Hypothesis 6 is rejected. The role of job satisfaction in the effect of job security on employee performance was proven not to be a full or partial mediator, it did not have a significant role.

Meanwhile, if we look at the direct effect (c') with a significance value of $p = 0.665$ and a coefficient value of 0.986. It is also proven that there was no direct influence between job security and job satisfaction which was significant. Thus, both directly and indirectly, namely through job satisfaction, job security cannot affect employee performance in this research model.

H7: Job satisfaction mediated the Effect of Organizational Support on Employee Performance in the Ministry of Religion of Banda Aceh City?

After testing the indirect effect for Hypothesis 7 according to the method described by (Baron & Kenny. 1986) the result shows the significance value of the indirect effect of organizational support on employee performance through job satisfaction based on the results of the Sobel calculator is 0.092 where this value is <1.960 . This figure implies that there was no significant indirect effect between organizational supports on employee performance mediated by job satisfaction. Then this result concludes that Hypothesis 7 is rejected. Other than that, in the test results of the Hypothesis 7 model, it can also be illustrated that the role of the job satisfaction variable in the influence of organizational support on employee performance was also not a full or partial mediator. It did not have a significant role. Meanwhile, if we look at the direct effect (c') with a significance value of $p = 0.000$ and a coefficient value of 1.223, the direct effect appeared to be significant. So as a whole it can be interpreted that organizational support can actually directly affect employee performance without having to take advantage of job satisfaction as a mediator.

5. Conclusion

The results of this research on employees in the Ministry of Religion of Banda Aceh City proved that job security had an effect on employee job satisfaction, Organizational support had no effect on employee job satisfaction, job security had no effect on employee performance,

organizational support affected employee performance, job satisfaction had no effect on employee performance, job satisfaction did not mediate the effect of job security on employee performance, and job satisfaction did not mediate the effect of organizational support on employee performance. So that it can be summarized that from the research results, high or low employee performance was not influenced by job satisfaction and job security, rather it was influenced by support from the organization. These findings can be a contribution to further research that there are times when the variables of job security and job satisfaction do not play a role in increasing employee performance variable. These findings also enrich the academic area, where this research model can be the basis of learning in the field of management. Other than that, the findings also illustrate how the application of this tested management model is applied to government agencies such as the Banda Aceh city ministry of religion, which still requires a bureaucratic culture to build on its performance.

For the practitioner, this research model can also be the basis for carrying out its work, especially for the object of research, namely the Ministry of Religion of Banda Aceh city. By looking at the statistical test results, it can be interpreted that every increase in organizational support by 1 unit will increase employee performance by 1,241 units. From these results prove that at the Ministry of Religion of Banda Aceh City, organizational support is needed to its employees to create productive employees. So that the organizational support variable must receive special attention from the leaders in the office of the Ministry of Religion of Banda Aceh City. Other than that. Based on the questionnaire perception data, the lowest average score is on the indicator "My boss and co-workers always praise my work." with an average value of 3.01. This means that employees feel there is a lack of praise received even though they feel they have done well. Therefore, special attention as a form of strategy to improve performance can be in the form of agency policies that lead to variable leadership support and mutual support among colleagues. The institution must make specific policies that is derived by the rules, cultures and ethics that contain forms of intrinsic support from management to employees, as well as forms of intrinsic support between colleagues.

For further researchers. It is hoped that it can further complement and develop the test results of this model by adding other variables such as leadership that is suitable for bureaucratic type organizations such as the object of this study, or adding a moderating variable on the effect of organizational support on employee performance which proved significant in this study. Therefore, the research model will get richer and can be a strong reference for researchers, especially in the field of social science.

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