

# THE INFLUENCE OF PERCEPTIONS OF ORGANIZATIONAL SUPPORT AND INTERPERSONAL ABILITIES ON EMPLOYEE ACHIEVEMENT MOTIVATION

Abdul Gani

Universiti Malaysia Sabah

correspondence: tuan.abdganisabas@gmail.com

**Abstract** - Humans play an important role in the industrial sector for that high achievement motivation is needed which is influenced by perceptions of organizational support and good interpersonal skills will result in increased performance results and organizational goals are achieved. This study aims (a) to determine the effect of perceived organizational support on achievement motivation; (b) to determine the effect of interpersonal skills on achievement motivation; (c) to determine the effect of perceived organizational support and interpersonal skills simultaneously on achievement motivation. The population in this study were all employees in a company in Johor Malaysia totaling 168 employees and the sample was taken as many as 118 respondents and used multiple linear regression analysis with the help of SPSS version 25 program. The findings of the research show that there is a positive and significant influence on the perception of organizational support and interpersonal skills on achievement motivation.

**Keywords:** perceived organizational support, interpersonal skills, achievement motivation.

## INTRODUCTION

In this modern era, especially in the business world, humans still have an important role because humans are the implementing center for all activities in the field of goods and services. In the industry, human labor is still very much needed in the production process to ensure the smooth running of production activities. The operational activities carried out by the company are very numerous, the more activities carried out the more problems that occur, for example a decrease in performance results. Achievement motivation is needed in a company to improve company performance results. Humans need high morale to produce good performance, the success of a company is strongly influenced by the individual performance of its employees. With this development, of course, it cannot be separated from the motivation of quality employees.

Motivation is the drive, desire, desire and driving force that comes from humans to do or to do something. One of the sources of problems faced by the company comes from human resources in the company that are less than optimal, causing the company's productivity to decrease and not reach the target. Perceived organizational support refers to employees' perceptions of the extent to which the organization values contributions, supports, and cares about their well-being (Eisenberger et al., 2002). This organizational support is something that every employee expects (Robbins & Judge, 2017). Darmawan (2013) suggests that perceptions of organizational support focus on favorable treatment of employees and employee involvement in reciprocal relationships with the organization.

The perception that employees are valued by the organization strengthens employees' belief that the organization will fulfill its obligation to recognize employee attitudes and behaviors, and provide them with the rewards they desire (Ahmad et al., 2014). Organizational support for employees can include: reliable organizations, trustworthy organizations, organizations showing interest in members, and organizations paying attention to members' welfare (Fatimah et al., 2018; Ishak et al., 2016).

Organizations need abilities that every individual must have in order for good relationships to occur in the organization (Djazilan, 2020). The ability that must be possessed by each individual is interpersonal skills. Interpersonal ability is defined as a person's ability or skill to recognize, deal with and communicate or interact with other parties individually and in groups. With good interpersonal skills, organizational members are able to relate to other members in a meaningful and useful manner so as to produce a positive impact on an organization. This ability emphasizes the relationship of a person with other people or groups or a group. Based on this background description, this study aims to determine the effect of perceived organizational support and interpersonal skills on employee achievement motivation. This study formulates the following problems: (1) does the perception of organizational support have a significant effect on achievement motivation? (2) does interpersonal ability have a significant effect on achievement motivation? (3) do perceptions of organizational support and interpersonal skills have a significant effect on achievement motivation simultaneously?

## RESEARCH METHODS

The research method used in this study is quantitative research with survey methods, namely research that takes samples from a population using a questionnaire as a data collection tool. The study was conducted at a company in Johor Malaysia. The population in this study were all 168 employees. Sampling in this study used the Slovin

technique, so that the sample used was 118 employees. Data collection techniques using questionnaires and interviews. The measurement scale used in compiling this questionnaire is an eight Likert scale with a scale of (1) strongly disagree, (2) strongly disagree, (3) disagree, (4) disagree, (5) quite agree, (6) agree, (7) strongly agree, (8) strongly agree. The data that has been collected is processed with the SPSS version 25 program which aims to determine the direct and indirect effects of variables. The analysis technique uses multiple linear analysis with two independent variables and one dependent variable. After collecting data, the reliability and validity of the data were tested. Then, the classical assumption test was carried out which consisted of normality test, autocorrelation test, heteroscedasticity test, and multicollinearity test. The data feasibility test was continued with hypothesis testing which consisted of t-test and f-test. In this study, there are two independent variables, namely the perception of organizational support (X.1) and interpersonal skills (X.2), and one dependent variable, namely achievement motivation (Y).

According to McClelland (1987) a person is considered to have the motivation to excel if he has a desire to do a work that performs better than the achievements of the work of others. Employees who have high achievement motivation will appear in the form of a willingness to work hard and earnestly and diligently to achieve optimal performance. Employees who have high achievement motivation will be challenged to get more difficult tasks, challenged to accept heavier responsibilities, and challenged to be able to occupy higher positions. Perception of organizational support in this study refers to employees' perceptions of the extent to which the organization values contribution, provides support, and cares about their welfare (Eisenberger et al., 2002). Perception of organizational support is also considered as a global belief formed by each employee regarding their assessment of the organization's policies and procedures on their well-being. According to Karami's research (2013) shows that superior support which is an indicator of perceived organizational support has a positive effect on employee achievement motivation, so the better the perception of organizational support, the higher achievement motivation.

Interpersonal ability according to Buhrmester (1988) is the ability of a person to understand various social situations wherever the individual is and how the individual displays behavior that is in accordance with the expectations of others which is an interaction between other individuals. According to research by Kanthasamy (2009) shows that interpersonal skills have a significant effect on achievement motivation.

## RESULTS AND DISCUSSIONS

This research was conducted by distributing questionnaires to 118 respondents. Characteristics of respondents were dominated by women 56.8%, 67 people, the rest were men, 43.2%, 51 people. It can be seen that the employees are dominated by women because it takes precision in producing electric guitars. Meanwhile, male employees are needed for tougher jobs such as packing and shipping.

Validity test is used to measure the validity or validity of a questionnaire. The minimum requirement to be considered a valid instrument item is the validity index value  $> 0.3$ . Therefore, all statements that have a correlation level below 0.3 then the item is declared invalid. The results of SPSS stated that all the scores of the research variable statement items were greater than 0.3, then the statement items were declared valid. Reliability test is a tool to measure a questionnaire which is an indicator of a variable or construct. A measuring instrument is said to be reliable and can be processed at a later stage if the Cronbach Alpha value is  $> 0.6$ .

Table 1.  
Reliability Test

No.	Variables	Cronbach's alpha	Status
1.	Perception of organizational support (X.1)	0.855	Reliable
2.	Interpersonal ability (X.2)	0.878	Reliable
3.	Motivation for achievement (Y)	0.854	Reliable

Source : SPSS Output

The results of the reliability test for each variable consisting of perceptions of organizational support (X.1), interpersonal skills (X.2) and achievement motivation (Y) on Cronbach's alpha showed a value greater than 0.60. Thus, each variable is declared reliable. Before testing the multiple linear regression analysis on the research hypothesis, it is necessary to test the classical assumptions of the data to be processed. The classical assumption test that is often used is the normality test, heteroscedasticity test, autocorrelation test and multilnearity test.

Normality test is conducted to test whether in a regression model, an independent variable and a dependent variable or both have a normal or abnormal distribution. If it spreads around the diagonal line and follows the direction of the diagonal line, then the regression model fulfills the assumption of normality.

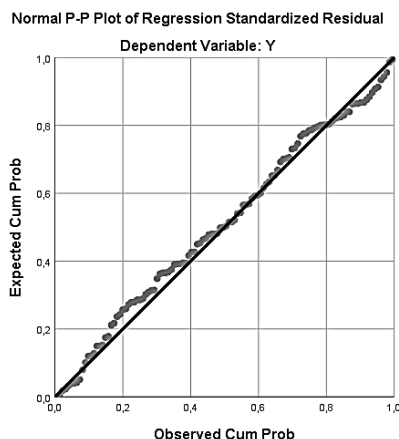


Figure 1. Normality Test  
Source: SPSS Output

Figure 1 shows the results of the normality test calculation by looking at the graph based on the p-p plot graph. In the normal plot graph, the dots spread around the diagonal line, and the spread follows the direction of the diagonal line. These two graphs show that the regression model is feasible because of the assumption of normality.

The autocorrelation test aims to test whether in the linear regression model there is a correlation between the confounding error in period  $t$  and the confounding error in period  $t-1$  (previous). In this study to test the presence or absence of autocorrelation symptoms using the Durbin - Watson test (DW test). Based on the SPSS output, it can be concluded that there is no autocorrelation problem. This is because the Durbin-Watson value shows the number 1.749 which means between the values of 2 and -2, thus there is no autocorrelation problem.

The multicollinearity test aims to test whether the regression model found a correlation between the independent variables. This test is carried out by looking at the Tolerance and Variant Inflation Factors (VIF) values. It is said to be free of multicollinearity if the tolerance value is  $> 0.10$  and the VIF value is  $< 10$ . Based on the SPSS output, it states that the tolerance value of the two independent variables is  $> 0.10$  with a value of 0.472 and the value of VIF  $< 10$  with a value of 2.116 so that there is no multicollinearity.

Hypothesis testing is an empirical proof method to confirm or reject an opinion or assumption by using sample data. Hypothesis can also be interpreted as a theory that is weak and still needs to be proven true. Not all hypotheses can be tested, and not all hypotheses are important to test.

The t-test was used to determine the effect of the independent variable (X), namely the perception of organizational support and interpersonal skills partially on the dependent variable (Y), namely achievement motivation.

Table 2  
Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,495	1,976		,757	,451
	X.1	,264	,046	,379	5,785	,000
	X.2	,423	,050	,560	8,538	,000

Source: SPSS Output

Based on the t-test shown in table 2, it is known that partially X.1 variable (perception of organizational support) has a significant positive effect on achievement motivation with a significant  $0.000 < 0.05$  and interpersonal skills have a significant positive effect on achievement motivation (X.2) with a significant  $0.000 < 0.05$ . The resulting regression equation is  $Y = 1.495 + 0.264X.1 + 0.423X.2 + e$ . The f test is used to test the simultaneous effect of the perceived organizational support and interpersonal skills on achievement motivation.

Table 3  
ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2120,742	2	1060,371	188,485	,000 <sup>b</sup>
	Residual	646,961	115	5,626		
	Total	2767,703	117			

Source: SPSS Output

Based on table 3, it shows that the calculation results of the F test obtained a calculated F value of 188,485 with a significance level of 0.000 ( $< 0.05$ ). This means that the perception of organizational support and interpersonal ability has a simultaneous effect on the motivation. The Coefficient of Determination ( $R^2$ ) is used to measure how far the model's ability to explain variations in bound variables is. A value close to one means that the free variables provide almost all the information needed to predict the variation of bound variables.

Table 4  
Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.875 <sup>a</sup>	.766	.762	2,372	1,759

Source: SPSS Output

Based on table 4, it can be concluded that the coefficient of determination ( $R^2$ ) is 0.766 or 76.6%. This means that the dependent variable, namely achievement motivation is influenced by 76.6% by the perception of organizational support and interpersonal skills. While the remaining 23.4% is influenced by other variables not discussed in this study.

The results of this study indicate that the perception of organizational support and interpersonal skills have a significant effect partially and simultaneously on achievement motivation. This is evidenced by the t test and f test. These findings show that the perception of high organizational support for employees will form a general trust regarding the extent to which the organization values employee contributions and cares about their welfare. When employees feel there is organizational support, employees will show behaviors that can help achieve organizational goals. The results of this study support previous research, namely Imtiaz et al. (2018); Karami (2013) showing that superior support which is an indicator of perceived organizational support has a positive effect on employee achievement motivation so that the better the perception of organizational support, the higher achievement motivation. Interpersonal ability is defined as a person's ability or skill to recognize, deal with and communicate or interact with other parties, both individually and in groups. With good interpersonal skills, employees are able to manage and utilize their potential optimally in carrying out daily work activities or activities to achieve organizational goals. This study supports previous research, namely Park (2015) showing that interpersonal skills have a significant effect on achievement motivation.

## CONCLUSIONS

Based on the results of this study, the following conclusions can be drawn: (1) the perception of organizational support has a significant effect on employee achievement motivation; (2) interpersonal skills have a significant effect on employee achievement motivation; (3) perceptions of organizational support and interpersonal skills have a significant simultaneous effect on employee achievement motivation.

Based on the results of the research that has been done, the suggestions that can be given in this study are: (1) for companies, organizational support in the company is maintained to motivate employee performance or further improved in order to form a creative spirit and enthusiasm at work; (2) for individual employees of the company must improve their abilities in the context of work, so that individuals are more productive and contribute more to the company; (3) in addition, for further research, other variables can be added related to achievement motivation because only two variables were used in this study in order to provide a broader picture of what factors influence achievement motivation.

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