



Perceived Supervisor Support and Performance: The Mediating Effect of Person-Job Fit

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Abstract. In this study, person-job fit serves as a mediator to examine the impact of perceived supervisor support on job performance. In the Special Province of Yogyakarta, Indonesia, the study focused on permanent lecturers at private tertiary institutions. Accidental sampling was used to collect data during a survey using a questionnaire instrument. A total of 103 lecturers from five universities participated in this research. Data is processed using the SmartPLS application. According to research, perceived supervisory support positively affects person-job fit and job performance. Person-job fit has a positive effect on job performance. The findings prove that person-job fit mediates the effect of perceived supervisory support on job performance. The support of the head of the study program for subordinates is proven to strengthen individuals' suitability with their work, ultimately improving lecturer performance.

Keywords: Job performance · perceived supervisor support · person-job fit

1 Introduction

Job performance is a behavior that can be measured from the level of individual contribution to the organization [1]. The performance of employees, including lecturers in tertiary institutions, is a crucial indicator of contribution to the organization. The performance of lecturers in Indonesia is unique because they carry out the tri dharma of higher education, which includes education and teaching, research, and community service. In contrast, it is generally only taught and researched in other countries [2]. Lecturer performance has received attention in several previous studies; for example, the performance of lecturers is influenced by participatory decision-making involving the lecturers themselves [3]. Another study looked at the extrinsic factor and found that increases were limited to research and publication after implementing the lecturer compensation policy [4] and leadership impact [5]. Other research emphasizes internal factors such as the ability of lecturers to predict performance [6], motivation, job satisfaction, and organizational commitment [5].

Superior support is an antecedent that can strengthen employee performance [7, 8]. For lecturers, the support of the head of the study program in the form of paying attention to the welfare of subordinates can generate encouragement to improve work behavior. Lecturers, as subordinates, can feel that the head of the study program provides

support when the lecturer's contribution to the progress of the study program is openly acknowledged and appreciated by the leadership. However, research results that do not confirm that performance is affected by perceived superior support also occur [9, 10]. In the academic environment, research results also found that supervisor support did not have a significant effect on performance [11].

The inconsistency of the findings on the effect of perceived organizational support on performance is likely due to the setting in the population studied; the uniqueness of working conditions needs to have a place. The individual's suitability for his work significantly influences the results [12]. Individuals need to increase personal compatibility with what they do, and superiors who support subordinates provide a climate that helps individual alignment [13]. This study examines the effect of perceived supervisor support on job performance with person-job fit as a mediator in the setting of permanent lecturers at private tertiary institutions in Yogyakarta province.

The achievement data for study program accreditation scores in the Higher Education Service Institution (LLDIKTI) V (Yogyakarta) region in 2020 shows that out of 660 study programs, 150 (22.8%) have a C grade, while the majority of study programs are accredited B with a total of 347 (52.6%), which shows that the performance is not optimal [14]. The results of the study program accreditation were obtained, among others, from the overall performance component of the lecturers in the study program. Thus, the results of this study are expected to provide input for tertiary institutions in making policies to encourage increased lecturer performance.

2 Hypothesis Development

Perceived supervisor support is support from supervisors given to employees and employee assessments to supervisors for the support provided related to the support employees provide in meeting organizational needs [15]. Supervisors are parties who can improve the person-job fit of subordinates by providing support. There are two dimensions to the person-job fit approach: supply-value fit, which looks at how individuals perceive work according to their motives, and demands-abilities fit, which views skills as appropriate to the job [16]. Recognizing subordinates' contributions can encourage them to develop their skills according to job demands. Evidence shows that superior support improves subordinates' person-job fit [13].

H1. Perceived supervisor support has a positive and significant effect on person-job fit.

Person-job fit is an individual assessment between the individual and those assigned to the job, as well as the suitability between individual needs and what is stated in the job [1]. Person-job fit is determined by the knowledge, ability, and expertise of the job held by the employee [17]. Person-job fit can also be understood as a match between organizational and individual values [17]. The condition is that there is a match between the individual and the organization with the required job requirements [18]. The work performed makes good use of the skills and talents of employees [19]. Job performance as a result of work owned by employees comes from skills and abilities that produce jobs that are by what is desired [20]. Person-job fit has a significant positive effect on job performance [21, 20].

H2. Person-job fit has a positive and significant effect on job performance.

Perceived supervisor support is also an employee's assessment of the contribution and welfare provided by supervisors to the organization as a task in developing the organization [22]. Employees perceive supervisors as supervisors in the organization whose role is maximized for employees, including providing support [23]. Employees perceive supervisors as supervisors in the organization whose role is maximized for employees including providing support [15]. Subordinates who feel strong support from superiors try to direct their behavior to contribute to the expectations desired by superiors. This behavior can take the form of better work results or job performance. The conditions of work behavior desired by the organization for employees are based on the fact that each activity result produced by an individual must be by the organization's goals [24]. The results of previous research revealed that perceived supervisory support has a significant positive effect on job performance [25, 26].

H3. Perceived supervisor support has a positive and significant effect on job performance.

Supervisors can play a significant role when the behavior and attitudes of employees can affect performance and impact improving performance results [26]. However, there needs to be a match between the qualifications needed by the organization and individual employees, namely person-job fit [21]. Employees must experience a certain degree of compatibility between themselves and their work beforehand to perform consistently, including understanding organizational goals. Employees who know their work goals and fulfill their work targets in achieving the work standards set by the organization contribute according to what is meant by "job performance" [20]. Thus, superior support for subordinates can strengthen the person-job fit, increasing job performance.

H4: Perceived supervisor support has a significant effect on job performance with person-job fit as a mediator.

3 Method

This research is a quantitative study with a population of all permanent lecturers at private tertiary institutions in the Special Province of Yogyakarta. A total of 103 lecturers participated in this research. Researchers surveyed with a questionnaire instrument to collect data. Respondents were obtained from lecturers who happened to access the questionnaire and were willing to fill it out or from a random sample. At the beginning of the questionnaire, a permit application letter and an explanation of the purpose of data collection were given. Data analysis using SmartPLS measurement of perceived supervisor support variables, for example, "My supervisor appreciates the extra effort from me" [27]. Person-job fit measures such as "There is a match between what my job offers and what I am looking for in a job" and "My skills and training match the requirements of my job" [28]. Lecturer performance measurement, for example, "My performance as a lecturer in the field of research" [3].

4 Results and Discussion

The characteristics of the respondents show that there are 27 lecturers with doctoral degrees, and the remaining 76 lecturers still have master's degrees. A large number of

lecturers with master's degrees shows that most lecturers need to improve their formal education. As many as 44.3% of lecturers have worked at tertiary institutions where they work now for more than ten years; the rest have worked there for less than ten years (55.7%), and tenure gives an overview of work experience.

4.1 Convergent Validity and Discriminant Validity

Convergent validity measures the correlation value between constructs and latent variables. Evaluating convergent validity by checking individual item reliability by looking at the loading factor value can be ideal if the loading factor value is > 0.7 , which means the variable is accepted. Discriminant validity is a reflexive measurement of indicators assessed by cross-loading. It can be seen that each indicator has a cross-loading that is greater than the cross-loading value of other variables, so the indicator is said to be valid if the cross-loading value is > 0.7 . Table 1 shows that the cross-loading indicator values meet the discriminant validity criteria and are valid.

4.2 Composite Reliability

Table 2 can show the results of composite reliability. The composite reliability for each indicator has a score above 0.7, which means that all variable indicators are declared valid and reliable.

4.3 Fit Models

The purpose of the model fit test is to determine the feasibility of the model used in the study and to determine how appropriate the observed frequencies are with the expected frequencies. SRMR value of $0.079 < 1.10$, then this value has been fulfilled. The Normal Fit Index (NFI) produces a value between 0 and 1. The closer to 1, the better/more aligned with what is built. The Fit model can be fulfilled in accordance with the results of the SRMR and NFI values. Table 3 shows the results of testing the fit model.

4.4 Hypothesis Testing

The hypothetical test was carried out by bootstrapping on SmartPLS. Figure 1 presents the model after the indicator test has been carried out. The hypothesis test results in Table 4 show the parameter coefficients (original sample) and p-value; if the p-value < 0.05 , then the hypothesis is accepted; if it is > 0.05 , then the hypothesis is rejected. Table 4 shows that all hypotheses are supported and that person-job fit has a mediating effect and can mediate the relationship between perceived supervisor support and job performance.

4.5 Discussion of Test Results

Perceived supervisory support was found to significantly affect person-job fit, with an original sample value of 0.452 and a p-value of 0.000. This confirms previous findings

Table 1. Convergent and Discriminant Validity

	Jop Performance (JP)	Person-Job Fit (PJF)	Perceived Supervisor Support (PSS)
JP01	0.831	0.413	0.498
JP02	0.830	0.411	0.467
JP03	0.844	0.367	0.370
JP04	0.792	0.272	0.324
JP05	0.718	0.425	0.375
JP06	0.738	0.376	0.348
PJF01	0.336	0.790	0.386
PJF02	0.373	0.829	0.456
PJF04	0.402	0.850	0.383
PJF05	0.444	0.756	0.233
PJF06	0.411	0.825	0.356
PSS09	0.251	0.367	0.742
PSS11	0.423	0.382	0.791
PSS13	0.362	0.358	0.741
PSS15	0.487	0.333	0.835
PSS16	0.462	0.364	0.854

Source: Data processed 2023

Table 2. Composite Reliability

Variable	Composite Reliability	
JP	0.910	Valid and Reliable
PJF	0.905	Valid and Reliable
PSS	0.895	Valid and Reliable

Source: Data processed 2023

that perceived supervisor support significantly affects person-job fit [29]. The existence of supervisory support provided by employees will affect the person-job fit they have now. In this case, the head of the study program supervisor will facilitate employees' development so that they have broad capabilities in working in new fields and with existing skills, as well as building a comfortable work atmosphere for development. The higher perceived supervisor support given to lecturers will have a high person-job fit impact. Person-job fit was found to significantly affect job performance, with an original sample value of 0.317 and a p-value of 0.007. These findings confirm the results of previous research, which stated that person-job fit has a significant effect on job performance [20, 21, 30, 31]. The better the match between skills and work assignments,

Table 3. Model Fit

Fit Summary	Cut-off Value	Output Model
SRMR	< 0.10 is a relative goodness of fit to avoid model misspecification	0.079
d_ULS	> 0.05	0.840
d_G	> 0.05	0.430
Chi-Square	$x^2_{Statistic} < x^2_{Table}$	236.250
NFI	The closer to a value of 1 the better	0.762

Source: Data processed 2023

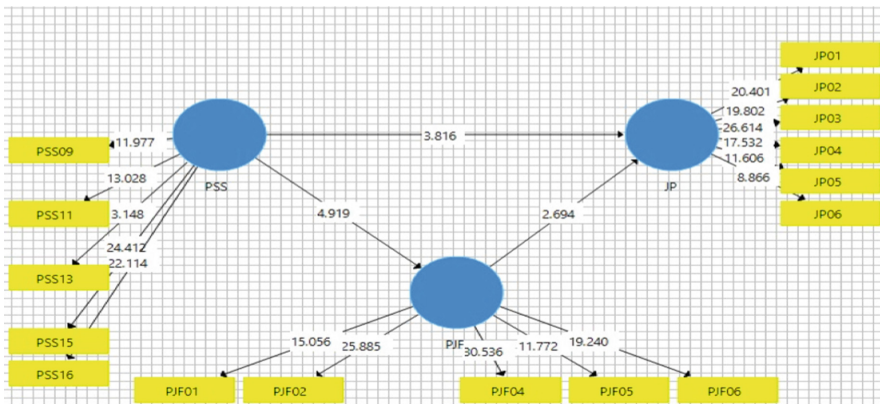


Fig. 1. Algorithm Model After Indicator Test

Table 4. Hypothesis Test Results

No	Hipotesis	Original Sample	P Values	
1.	PSS → PJF	0.452	0.000	Supported
2.	PJF → JP	0.317	0.007	Supported
3.	PSS → JP	0.367	0.000	Supported
4.	PSS → PJF → JP	0.143	0.018	Supported

Source: Data processed 2023

the better the work results. It is acceptable that skills influence lecturers’ performance outcomes.

Perceived supervisory support is proven to significantly affect job performance, with an original sample value of 0.367 and a p-value of 0.000. These findings confirm the results of previous research that perceived support has a significant effect on job performance [25]. The attention of the head of the study program to lecturers will result

in high lecturer performance results. Personal attention, not because of regulations but because of the volunteerism of the head of the study program, resulted in the emergence of a felt obligation that encourages them to perform as expected by the head of the study program. The results of this test prove that the person-job fit variable can mediate the effect of perceived supervisor support on job performance with an original sample value of 0.143 and a p-value of 0.018. Thus, encouraging the head of the study program to pay attention to the lecturers who are his subordinates can encourage subordinates to perform well and make lecturers experience more person-job fit, which strengthens performance improvement.

5 Conclusion

This study examines the effect of person-job fit as a mediator of the effect of perceived supervisor support on the job performance of permanent lecturers at private tertiary institutions in the Special Region of Yogyakarta, Indonesia. The findings state that there is the support that confirms the effect of perceived supervisory support on job fit and job performance. Person-job fit has a positive effect on lecturer job performance. The findings prove that the effect of perceived supervisory support on job performance is mediated by person-job fit. Higher education administrators are expected to be able to encourage study program heads to provide welfare support and appreciate the contributions of lecturers to work units when making policies to improve lecturer performance. However, this research can still be improved in future studies in a broader range of college populations and by considering other antecedent aspects such as perceived organizational support.

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