Antecedent Work Engagement and Organizational Commitment to Increase the Outsourcing Employees Performance in Department of Cleanliness and Horticultural

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Abstract

The purpose of this research was to analyze and explain perceived organization support and perceived supervisor support on work engagement and organizational commitment of employees, to analyze and explain the influence of work engagement on organizational commitment and the performance of the employees, and to analyze and explain the influence of organizational commitment on the performance of employees worker in Department of Cleanliness and Horticultural Samarinda. The design of this research was explanatory research or explanation research. The type of this research was observational research with cross sectional study design. The method was used to collect the data in this research was survey method. The population of this research was the whole daily impermanent employees (PTTH) in Department of Cleanliness and Horticultural Samarinda which amounted to 1.453 people. In this research, the sample that was used was 20% of population in each part or 292 people. The technic was used to take the sample was simple random sampling technic. This research used Partial Least Square (PLS) approach to analyze the data. PLS was the similarity model of Structural Equation Modeling (SEM) with component or variant base. The results of this research could be concluded as follows: perceived organization support had an insignificant influence on Samarinda employees work engagement. Perceived organization support had an insignificant influence on organizational commitment of Samarinda employees. Perceived supervisor support had a significant influence on Samarinda employees work engagement. Perceived supervisor support had insignificant influence on organizational commitment of Samarinda employees. Work engagement had a significant influence on organizational commitment of Samarinda employees. Work engagement had a significant influenced on Samarinda employees performance. Organizational commitment had an insignificant influence on Samarinda employees performance.

Keywords: Perceived organization support, perceived supervisor support, work engagement, organizational commitment, employees performance.

1.Introduction

This research did not analyze policy made by Department of Cleanliness and Horticultural (DKP), but it focused to the performance and behavior of the cleanliness and horticultural worker that was in the field. The cleanliness and horticultural worker which had known as "Employees" was daily impermanent employees (PTTH), where their daily task was to maintain cleanliness and beauty of the city. The field work was also varied, there were cleaning the road or public places, take care of city parks, collecting garbage and etcetera.

The work that was carried by the employees was very important, if the employees did not exist, then the city would look shabby, smelly and unsightly. The employees had been deployed of the city highway since a few hours ahead of the dawn. They armed with sticks; they started down the street, scavenging garbage which scattered both derived from the leaves and rubbish that had been dumped carelessly by citizens.

The employees work should be appreciated; they worked to keep the cleanliness and beauty of the city. Unfortunately, it was so ironic that their salary was low and under UMR. But, the employees had a dedication which was higher than the other profession. The employees had high responsibility and spirit to keep the cleanliness in their area. Sometimes, the employees got insult and ridicule from others who crossed them when they were working in the road.

Based on the results of open observation, this research was conducted with consideration as follows: employees mostly had low education, but their responsibility and spirit should be appreciated. The army got small salary, but they were loyal with their job. In general, the public saw the employees as a lowly profession, but the employees did not feel humiliated in doing their work. The performance of employees deserved to be an indicator for the success of local government to reach Adipura and Adipura Kencana trophy.

The performance of employees could not be separated from the factors that influence them, including: work commitment, work engagement and etcetera. According to Panggabean (2004:135) Commitment is a strong recognition and engagement of a person in a particular organization, on the other hand, the commitment as a tendency to be bound in a consistent line of activity because it considers the cost of implementing other

activity (stop working). Implies organizational commitment as something better than just a passive loyalty but rather implies employee relationship with the company actively, because employees who demonstrate a high commitment have a desire to provide their power and responsibility in the welfare and success of their organization.

Mowday, Porter and Steers (1982) stated that organizational commitment has three main aspecs, they are: 1. Identification. The identification is realized in the form of trust employees to the organization, can be done by modifying the organizational goals, to include some personal goals of employees or in other words the organization incorporate the need and desire of employees in the organization objective; 2. Involvement. The employees involvement or participant in work activities is important to note due to the involvement of employees causing them to be willing and happy to cooperate well with the leadership or coemployees; 3. Loyalty. The employees loyalty towards the organizations has meaning a person's willingness to perpetuate its relationship with the organization, if necessary at the expense of private interests without expecting anything.

A good performance was believed tobe influenced strongly by the high motivation and support organizational commitment. The relationship between performance and organizational commitment based on a number of researches could be argued that organizational commitment was positively related to employees performance.

Performance was also affected by employees engagement. The engagement could be defined in three dimensions, namely: 1. Rational. Employees understood well their roles and responsibilities; 2. Emotional.How much their passion/enthusiasm for work and their enthusiasm on their organization; 3.Motivational. They were willing to contribute to the effort and work according to their respective roles well.

Engagement was very important for employees, where the employees engagement showed the extent to which employees were motivated to contribute to the success of the organization and achieve organizational objectives. Engagement was becoming increasingly critical to the performance of the employees, because of the higher employees engagement, the better performance of employees and in turn the better performance of company.

Work engagement and organizational commitment would be affected by the organization and the supervisor support that was known as perceived organizational support and perceived supervisor support which an important concept in the management literature as support organization was provided an explaination of the relationship between organization treatment, and employees attitude towards work and their organization. Armeli (in Eisenberger, Florence, ChristiandanRhoades, 2002), said thatthe support organization is an effort to reward, attention and expectations of employees, where is the support organization can be used to see the hope of employees that the organization will give sympathetic understanding and material assistance to deal with stressful situation at work or at home, which will help the need of emotional support.

Organizational support can be meant the contributions of employees, to hear complaints, feel proud of the performance or achievements of employees and meet the needs of employees. With the support of an organization that is given to employees organization makes employees feel more satisfied and more committed to their work (Eisenberger et al., 2002).

Research about perceived organization support, perceived supervisor support, work engagement, and organizational commitment on work performance had been done by some people, including; Saks (2006), Nusantria (2012), they said that there was an influence of perceived organization support and perceived supervisor support on work engagement. Newman and Thanacoody research (2011), Eisenberger*et al.,* (2002), Moideenkutty, Gary, Ravi *and* Ahamedali(2001), they said there was an influence between perceieved organization support and perceived supervisor support on organizational commitment. Saks (2006), Nusatria (2012), Solomon (2010), said that work engagement had an influence on organizational commitment. Endres ands moak (2008), Solomon (2010), stated that work engagement had an influence on work performance. Madiono (1999), Kashefi, Mahjoub, Ghasem, Bagher, Hojjat, Nadimi (2013),Wu and Liu (2006), Khyzer (2011), Usman, Safdar*and*Suffyan(2012), their research showed that there was a positive and significant influence from organizational commitment component on employees performance.

The different results had been found from the other researchers; Putri, Ena and Lipneldi, Lipneldi and Sugeng, Suharto (2012), employee empowerment and amployees' engagement partially did not have an influence on organizational commitment employees. Rebecca (2013) and Soulen (2003), affective commitment had an influence on work performance, while in general, organizational commitment did not have an influence on employees performance.

This research had a different from the research that had been done by the other researchers above. This research focused on the work engagement behavior and cleanliness and horticultural employees commitment on their work performance. Cleanliness and horticultural employees work engagement in general was different from the other employees, because they put forward their dedication on civil administration authority and Samarinda city. The commitment of Cleanliness and Horticultural employees was based on the similarity of Department of Cleanliness and Horticultural vision and mission, where the employees gave their priority on work performance

to make Samarinda city became clean and neat.

Based on the statements above, could be concluded that organizational performance would be specified by individual performance or the employees. The better performance of the employees, the performance of organization was also getting better. The worker performance was influenced by some factors; 1. Individual factor; ability, background and demography; 2. Organization factor; resource, leadership, rewards, structure, and work design; 3. Psychological factor; perception, attitude, personality, learn, and motivation.

The purpose of this research was to analyze and explain:

1. The influence of perceived organization support on employees work engagement in Department of Cleanliness and Horticultural Samarinda.
2. The influence of perceived organization support on employees organizational commitment in Department of Cleanliness and Horticultural Samarinda.
3. The influence of perceive supervisor support on employees work engagement in Department of Cleanliness and Horticultural Samarinda.
4. The influence of perceived supervisor support on employees organizational commitment in Department of Cleanliness and Horticultural Samarinda.
5. The influence of work engagement on employees organizational commitment in Department of Cleanliness and Horticultural Samarinda.
6. The influence of work engagement on employees employee performance in Department of Cleanliness and Horticultural Samarinda.
7. The influence of organizational commitment on employees employee performance in Department of Cleanliness and Horticultural Samarinda.

2. Perceived Organization Support

The summary of the research had been done by Eisenbergeret al., (2002:565) Organizational support theory (Eisenberger, Cummings, Armeli, and Lynch, 1997; Eisenberger, Huntington, Hutchison, and Sowa, 1986; Rhoades and Eisenberger, in press; Shore and Shore, 1995) supposes that to meet socioemotional needs and to determine the organization's readiness to reward increased work effort, employees develop global beliefs concerning the extent to which the organization values their contributions and cares about their well-being (perceived organizational support, or POS). Accordingly, employees showed a consistent pattern of agreement with various statements concerning the extent to which the organization appreciated their contributions and would treat them favorably or unfavorably in differing circumstances (Eisenberger, Fasolo and Davis-LaMastro, 1990; Eisenberger et al., 1986; Shore and Tetrick, 1991; Shore and Wayne, 1993). Employees evidently believe that the organization has a general positive or negative orientation toward them that encompasses both recognition of their contributions and concern for their welfare. Just as employees form global perceptions concerning their valuation by the organization, they develop general views concerning the degree to which supervisors value their contributions and care about their well-being (perceived supervisor support, or PSS; Kottke and Sharafinski, 1988). Because supervisors act as agents of the organization, who have responsibility for directing and evaluating subordinates' performance, employees would view their supervisor's favorable or unfavorable orientation toward them as indicative of the organization's support (Eisenberger et al., 1986; Levinson, 1965). Additionally, employees understand that supervisors' evaluations of subordinates are often conveyed to upper management and influence upper management's views, further contributing to employees association of supervisor support with POS. Although over a dozen studies have reported positive relationships of POS with PSS (e.g., Hutchison, 1977a, 1997b; Kottke and Sharafinski, 1988; Malatesta, 1995; Rhoades, Eisenberger, and Armeli, 2001; Yoon, Han, and Seo, 1996; Yoon and Lim, 1999; Yoon and Thye, 2000) and related measures (e.g., Allen, 1995; Hutchison, Valentino, and Kirkner, 1998), little attention has been given to assessing the direction of causality between POS and PSS, the mechanisms responsible for this association, or the behavioral consequences of the POS–PSS relationship.

Eisenberger, et al., (1986). Perceived organizational support. Journal of Applied Psychology, 71, 500-507. If a still shorter 8-item version of the scale is needed, the following scale selected from high loading items from the original SPOS may be used:

1. The organization values my contribution to its well-being.
2. The organization fails to appreciate any extra effort from me. (R)
3. The organization would ignore any complaint from me. (R)
4. The organization really cares about my well-being.
5. Even if I did the best job possible, the organization would fail to notice. (R)
6. The organization cares about my general satisfaction at work.
7. The organization shows very little concern for me. (R)
8. The organization takes pride in my accomplishments at work.

This 8-item scale follows the recommendation of Rhoades and Eisenberger (2002:699) that "Because

the original scale is unidimensional and has high internal reliability, the use of shorter versions does not appear problematic. Prudence nevertheless dictates that both facets of the definition of POS (valuation of employees contribution and care about employees well-being) be represented in short versions of the questionnaire."

3. Perceived Supervisor Support

The perceived supervisor support was defined as the angel of view of employees to their supervisor in assessing their contribution to the organization and the employer concern for their walfare(Rhoades et al., 2001:825). Supervisor itself was a functional position that was quite unique and different. Supervisor was required to interact with the authorityand responsibility in the two groups, the first group was employees as subordinates and the second group was managers as superiors.

Indicator was the support given by superiors to subordinates and proper treatment of employees in accordance with the right and dignity. The measurements were performed with four items questionnaire developed by Eisenbergeret al.,; and Lynch et al., (in Rhoades et al., 2001)

1. My supervisor cares about my opinions
2. My work supervisor really cares about my well being
3. My supervisor strongly considers my goals and values
4. My supervisor shows very little concern for me

4. Engagement

Bobby and Green research (2008:52), definitions of engagement have primarily been offered by consulting houses or in practitioner publications. Perhaps the most extensively used definition of an engaged worker was offered by thee Gallup organization. They define an engaged employee as a worker who is fully involved in and enthusiastic about his or her work (Tritch, 2003). HR Magazine's February cover story (Bates, 2004) focused on employee engagement and its role in the workplace. Engagement was essentially defined as "an innate human desire to contribute something of value in workplace." Crawford (2006) defined engagement as a measure of the energy and passion employees have for their organization. The article stressed clearly that diminished individual performance was a consequence of lack of employee engagement.

Gubman (2004) defined engagement as a heightened personal attachment to the organization. Harley, et al., (2005), while not specifically defining the term, did identify a profile of an "engaged work" and also listed various aspects of engagement that have been used within organizations the measure engagement. Konrad (2006), while not providing a definition, discussed engagement as having a cognitive, an emotional, and a behavioral aspect. Seijts and Crim (2006) defined an engaged worker as one who is "fully involved in, and enthusiastic about, his or her work.

Robbins and Judge (2007:82) define engagement as `individual's involvement with, satisfaction with, and enthusiasm for, the work they do. They suggest that engagement may be a concept which is shared by job satifaction, organizational commitment, job involvement and intrinsic motivation to do ones's job well

Harter et al.,(2009:11), The Q12 measures the actionable issues for management — those predictive of attitudinal outcomes such as satisfaction, loyalty, pride, and so on. On Gallup's standard Q12 instrument, following an overall satisfaction item, are 12 items measuring issues we have found to be actionable (changeable) at the supervisor or manager level — items measuring perception of elements of the work situation, such as role clarity, resources, fit between abilities and requirements, receiving feedback, and feeling appreciated. The Q12 measures "engagement conditions," each of which is a causal contributor to engagement through the measure of its causes. The Q12 statements are:

Q00.   (Overall Satisfaction) On a five-point scale, where "5" is extremely satisfied and "1" is extremely dissatisfied, how satisfied are you with (your company) as a place to work?
Q01.   I know what is expected of me at work.
Q02.   I have the materials and equipment I need to do my work right.
Q03.   At work, I have the opportunity to do what I do best every day.
Q04.   In the last seven days, I have received recognition or praise for doing good work.
Q05.   My supervisor, or someone at work, seems to care about me as a person.
Q06.   There is someone at work who encourages my development.
Q07.   At work, my opinions seem to count.
Q08.   The mission or purpose of my company makes me feel my job is important.
Q09.   My associates or fellow employees are committed to doing quality work.
Q10.   I have a best friend at work.
Q11.   In the last six months, someone at work has talked to me about my progress.
Q12.   This last year, I have had opportunities at work to learn and grow.

5. Organizational Commitment

Mowday et. al., (1982:27) organizational commitment as teh relative strength of an individualsidentificationa with and involvement in a particular organization.

Allen and Meyer (1997:77), stated: "commitment organizational is identified three types of commitment; affective commitment, continuance commitment, and normative commitment as a psychological state "that either characterizes the employees relationship with the organization or has the implications to affect whether the employee will continue with the organization"

Organizational commitment according to Allen and Meyer (1997:76) was devided in three components, they were: affective component relates with emotional, identification, and involvement of employees in an organiztion. Employees with high affective still joined the organization because of the desire to remain a member of the organization. Normative component was an employees feeling of obligation that should be given to the organization. Normative component developed as a result of socialization experience, depending of how far the employees feeling of obligation. Normative components induced a feeling of obligation to employees to give back for what they had received from the organization. Continuancecomponent was a component that was based on the perception of employees about the losses that would be faced when leaving the organization. Employees on the basis of the organization were caused those employess needed organization. The employees who had the basic affective organizational commitment had defferent behavior with employees on the basis of continuance. Employees who wished to become members would have the desire to strive in accordance with organizational objectives.

6. Performance

Bernardin and Russel, (2000) stated, "Performance is defined as the record of outcomes produced on a specified job function or activity during a time period". Performance tended to be seen as the result of a work process which the measurement had done within a certain time. While according to Ilgen and Schneider in Williams, (2002:94) state that "Performance is what person or system does". Like Mohrman statement in Williams, (2002:94) that "A performance consists of a performer engaging in behavior in a situation to achieve results". From both statements, could be seen that performance was seen as a process of how something was done, so in performance measurement could be seen from good or not the particular activity to achieve the desire result.

Bernardin and Beatty (1984) identified six dimensions of performance, they are:

1. Quality: The degree to which the process or result of carrying out an activity approaches perfection, in terms of either conforming to some ideal way of performing the activity or fulfilling the activity's intended purpose.
2. Quantity: The amount produced, expressed in such terms as dollar value, number of units, or number of completed activity cycles.
3. Timeliness: The degree to which an activity is completed, or a result produced, at the earliest time desirable from the standpoints of both coordinating with the outputs of others and maximising the time available for other activities.
4. Cost-effectiveness: The degree to which the use of the organisation's resources (e.g.,human, monetary, technological, material) is maximised in the sense of getting the highest gain or reduction in loss from each unit or instance of use of a resource.
5. Need for supervision: The degree to which a performer can carry out a job function without either having to request supervisory assistance or requiring supervisory intervention to prevent an adverse outcome.
6. Interpersonal impact: The degree to which a performer promotes feelings of self-esteem, goodwill, and cooperativeness among co-employees and subordinates (Bernardindan Russell, 1998:243)

7. Hypothesis

The researcher put forward the hypothesis was:

1. Perceived organization support had a significant influence on employees work engagement in Department of Cleanliness and Horticultural Samarinda.
2. Perceived organization support had a significant influence on employees organizational commitment in Department of Cleanliness and Horticultural Samarinda.
3. Perceived supervisor support had a significant influence on employees work engagement in Department of Cleanliness and Horticultural Samarinda.
4. Perceived supervisor support had a significant influence on employees organizational commitment in Department of Cleanliness and Horticultural Samarinda.
5. Work engagement had a significant influence on employees organizational commitment in Department of Cleanliness and Horticultural Samarinda.
6. Work engagement had a significant influence on employees performance in Department of Cleanliness and Horticultural Samarinda.
7. Organizational commitment had a significant influence on employees performance in Department of

Cleanliness and Horticultural Samarinda.

8. Research Method

The design of this research was explanatory research or explanation research. The type of this research was observational research with cross sectional study design, because the research variable had been collected in the same period. The method was used to collect the data in this research was survey method.

The population of this research was the whole daily impermanent employees (PTTH) in Department of Cleanliness and Horticultural Samarinda which amounted to 1.453 people.

In this research the sample that was used only 20% from the population in each part, so 292 people were used as the sample of this research. The instrument model of this research could be explained in this variable planning as follows:

Table 1 : Research Variables

No	Variabel	Indicator	Item
1	Perceived Organization Support	The Organization Values My Contribution To Its Member's Well-Being.	The Toil Of Employees In The Work Was Proportional To The Welfare Obtained.
		The Organization Fails To Appreciate Any Extra Effort From Its Member. (R)	The Employees Extra Effort Was Not Comparable With The Consideration Receieved. (R)
		The Organization Would Ignore Any Complaint From Its Member. (R)	The Employees Complaint Was Never Followed Up By Department Of Cleanliness And Horticultural Samarinda. (R)
		The Organization Really Cares About Its Member's Well-Being	During Becoming A Member Of Employees, The Family Economic Still Unmet.
		Even If I Did The Best Job Possible, The Organization Would Fail To Notice. (R)	During Becoming A Member Of Employees, The Members Rarely Get Appreciation (Achievement) From Department Of Cleanliness And Horticultural (Dkp) Samarinda (R)
		The Organization Cares About My General Satisfaction At Work.	Department Of Cleanliness And Horticultural (DKP) Samarindaoften Motivates The Employees To Increase Their Satisfaction At Work.
		The Organization Shows Very Little Concern For Its Member. (R)	The Eployees Of Department Of Cleanliness And Horticultural (DKP) Samarinda Seldom Do Greeting With Employees.(R)
		The Organization Takes Pride In My Accomplishments At Work.	Department Of Cleanliness And Horticultural (DKP)) Samarindarewards The Employees Performance In Realizing The City Cleanliness.
2	Perceived Supervisor Support	My Supervisor Cares About His Subordinates' Opinions	Supervisors Often Discuss About The Cleanliness And Beauty Of The City.
		My Work Supervisor Really Cares About His Subordinates' Well Being	My Supervisor Fights For The Employees Welfare Seriously.
		My Supervisor Strongly Considers His Subordiantes' Goals And Values	Supervisor Appreciates The Extra Effort Of Employees.
		My Supervisor Shows Very Little Concern For His Subordinates (R)	Supervisor Often Shows Very Little Concern On Employees Problems.
3	Work Engagement	Role Clarity	Know What Is Expected From Work. Have The Materials And Equipment That Are Needed To Do Work Right.

No	Variabel	Indicator	Item
		Resources	Have The Opportunity To Do What Is The Best Every Day. Receive Recognition Or Praise For Doing Good Work.
		Fit Between Abilities And Requirements	Supervisor, Or Someone At Work, Seems To Care About Me As A Person. There Is Someone At Work Who Encourages The Individu Development.
		Receiving Feedback	At Work, Opinions Seem To Count. The Mission Or Purpose Of The Company Makes The Job Is Important. The Associates Or Fellow Employees Are Commited To Dong Quality Work. Have A Best Friend At Work.
		Feeling Appreciated	Someone At Work Has Talked About Progress At Work. Have Opportunities At Work To Learn And Grow.
4	Organizational Commitment	Strong Desire To Remain As Members Of The Organization.	Proud To Be The Part Of Organization. Enjoy Talking About Organization With The People Outside Organization.
		The Desire To Strive In Accordance With Organizational Objectives.	Concerned With The Future Of The Organization. Proud To Work For The Organization.
		Certain Beliefs, Acceptance Rate, And Organizational Goals.	The Similarity Value To The Organization Give More Effort Than Expected
4	Worker Performance	*Quality*	Gets Praise For The Better Work Produced.
		Quantity	Being Able To Complete Work Outside Of Responsibility.
		Timeliness	Complete The Work On Time.
		Cost-Effectiveness	Can Save Unnecessary Additional Costs.
		Need For Supervision	Can Work Well Without Supervision
		Interpersonal Impact	Have A Good Interaction With Coemployees.

Based on the instrument planning could be drawn in variable conceptual design research as follows:
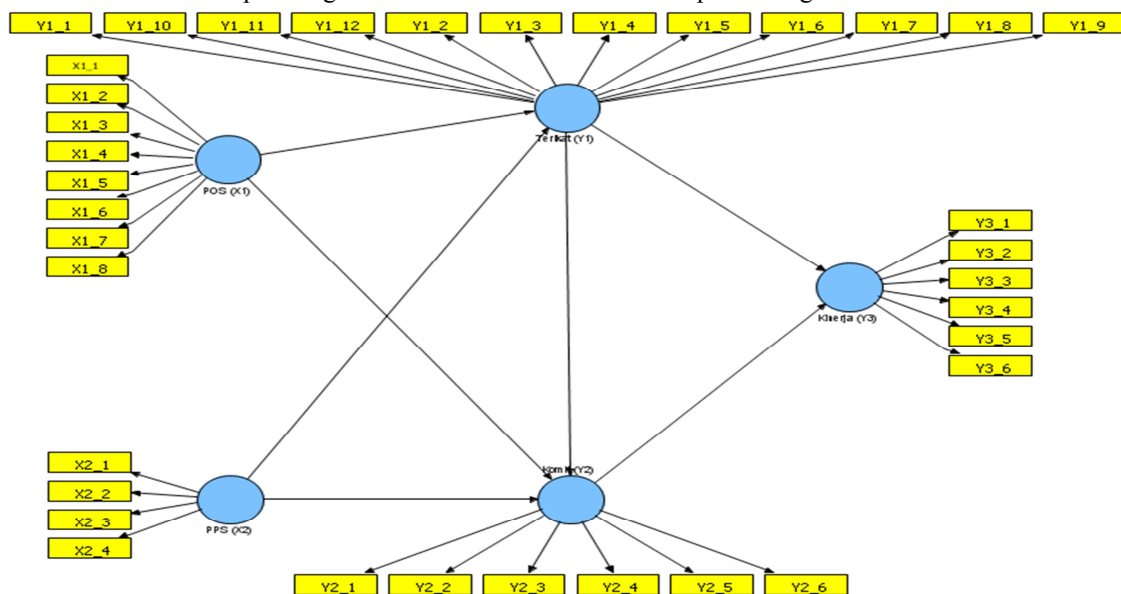

Figure 1: Conceptual research design

In this research, the research instrument that was used to collect the data was questionnaire. The scale of model which was used was Likert scale with 5 kinds of choice. Score 1 =strongly disagree, score 2 = disagree, score 3= neutral, score 4 = agree, score 5 = strongly agree. In this research, the analysis data was used Partial Least Square (PLS) approach. PLS was a similarity model of Structural Equation Modeling (SEM) with component or variant base.

9. Research Result

Characteristics of respondents in this research drew a respondent identity based on sex, age, education and the year of service of daily impermanent employees (PTTH) in Department of Cleanliness and Horticultural Samarinda. From 292 respondents, had been described the respondent characteristics as follows:

Table 1 The characteristic of research respondent

Respondent Characteristic	Jumlah	Persentase
Sex		
- Male	245	83,90 %
- Female	47	16,10 %
Respondent age		
- Less than 25 years old	16	5,48 %
- Between 25 – 30 years old	85	29,11 %
- Between 31 – 35 years old	97	33,22 %
- Between 36 – 40 years old	55	18,84 %
- More than 40 years old	39	13,36 %
Education		
- Not graduation	39	13,36 %
- Primary School (SD)	99	33,90 %
- Junior High School (SMP)	72	24,66 %
- Senior High School (SMA)	68	23,29 %
- Bachelor (S1)	14	4,79 %
Masakerja		
- Less than 1 year	24	8,22 %
- Between 1 – 3 years	81	27,74 %
- Between 3 – 6 years	139	47,60 %
- More than 6 years	48	16,44 %
Total	292	100 %

Source: primer data, processed by the researcher 2014

Inner Model or Structural Model drew a relationship between latent variables based on substantive theory. Designing structural model relate to latent variables based on the research hypothesis. Before the researcher done the hypothesis testing, the researcher had done an examination on goodness of fit model PLS.

a. *Goodness of fit model* PLS

Goodness of fit model PLS measured by *Q-square predictive relevance values*, to measure how well the observed values generated by the model and parameter estimation. The *goodness of fit examination used predictive-relevance scores* (Q^2). R2 values of each endogenous variable in this study were as follows:

Table 2 *R-Square Values*

Variable	R Square
Work Engagement (Y1)	0,361
Organizational Commitment (Y2)	0,464
Performance (Y3)	0,399

Source: Data process with PLS, 2014

Based on the Table 2 could be made the equal to compute *Q-square predictive relevance,* as follows:

$$Q^2 = 1 - (1 - R_1^2)(1 - R_2^2)(1 - R_3^2)$$
$$= 1 - (1 - 361)(1 - 464)(1 - 399)$$
$$= 0,794$$

The calculation showed *predictive relevance* values were 0,794 or 79.4%, so the models could be said that the models had predictive values which were relevant.*Predictive relevance values were*79,4% identified that the diversity of data could be explained by the model was 79,4% or in other words, the information contained in data was 79,4% could be explained by the model. While the remaining 20,6% was explained by other variables

(which was not contained in the model) and*error*. These results said that the SmartPLS model that had been formed was good enough, because it could explain 79,4% of the overall information, so it desereved to be interpreted.

The significance of the estimated parameters provided very useful information about the relationship between the research variable. The base used in testing the hyppthesis was contained in the *inner model path coefficients*output value. Table 3 gave estimates output to test the structural model.

Table 3 Influence between research constructs

Construct	BobotPengaruh	T Statistik	*P_value*	information
Perceived organization support (X1) ➜ Work Engagement (Y1)	0,185	1,891	0,060	Insignificant
Perceived organization support (X1) ➜ Organizational commitment (Y2)	0,063	0,670	0,503	Insignificant
Perceived supervisor support(X2) ➜Work Engagement (Y1)	0,475	4,880	0,000	Significant
Perceived supervisor support (X2) ➜ Organizational commitment (Y2)	0,045	0,378	0,706	Insignificant
Work Engagement (Y1) ➜ Organizational commitment (Y2)	0,621	5,763	0,000	Significant
Work Engagement (Y1) ➜ Performance (Y3)	0,488	4,462	0,000	Significant
Organizational commitment (Y2) ➜ Performance (Y3)	0,190	1,535	0,126	Insignificant

Source: Data processed with PLS, 2014

In PLS examination, statistically, every relationship in hypothesize don't using simulation. Ini this case had been done bootstrap method to the sample.

10. Discussion

a.The Influence of Perceived Organization Support on Work Engagement

The result of the research showed that perceived organization support had insignificant influence on work engagement on Samarinda employees. Samarinda employees thought that organization support from Department of Cleanliness and Horticultural could not be felt by the employees employees; it was related to the increasing of employees welfare who was inpermanent employee (PTTH). Organization support lack a positive affect on employees work engagement, because there were many employees who did not understand well the Department Of Cleanliness And Horticultural (DKP) program associated with the increasing of employees welfare. Disconnection of communication and information made employees had a different perception of the actual condition.

The result of this research was different with the theory that was used in this research, where based on theory could be concluded that organization support on employees was very important, the higher the organizational support to employees associated of the needs of employees, the work engagement of employee would be higher. In the other hand, if the organization had low support on the employees needs so the work engagement of employees in organization would be low.

b.The influence of Perceived Organization Support on Organizational Commitment

The result of the research showed that perceived organization support had insignificant influence on organizational commitment. Employees thought that perceived organization support did not give a positive effect on organizational commitment.

c.The Influence of Perceived Supervisor Support on Work Engagement

The results of this research showed that perceived supervisor support had a significant influence on work engagement. It meant the better perceived supervisor support madework engagement would be better, in the other hand if the perceived supervisor was low so the work engagement would be low too.

Based on the thory and the research before showed that the subordinates' perception on their supervisor would have an influence on employees work engagement; if the perception which was shown was positive and hight, the employees work engagement would be positive too.Supervisor support or supervisor on subordinates was very important to determine the attitude and the work of subordinates in completing a given task. This showed that the perception that arose from subordinates to supervisor support had an impact on the level of involvement of subordinates in the organization and finished the job. Positive perception was able to increase the onvolvement of subordinates in the organization, so that subordinates had a responsibility and concern for the progress of the organization.

d.The Influence of Percieved Supervisor Support on Organizational Commitment

The result of the research showed that perceived supervisor support had an insignificant influence on organizational commitment. This meant that good or bad perception of supervisor support would not affect the organizational commitment.

e.The Influence of Work Engagement on Organizational Commitment

The result of this research showed that work engagement had a significant influence on organizational commitment. That meant the higher or stronger work engagement of employees; the organizational compliment was higher too.

Organizational commitment of employees was more influenced by work engagement, as long as the employees had a good work engagement on their work place. Employees had a commitment in working which was influenced by work engagement, so the higher work engagement of employees made organizational commitment became higher too and vice versa.

f.The Influence of Work Engagement on Performance

The result of the research showed that work engagement had a significant influence on performance. That meant that the higher or stronger work engagement of employees, the performance of employees was higher too.

System and work which had been done by employees gave a positive impact on employees performance, where the employees did their daily job without having ruled repeatedly. The presence of a high awareness of employees responsibility which was a reflection of a good employees work engagement, so that awareness to immediately did and finished the job affected on the performance of the employees.

Some theories and researchs in past showed that the employees engagement had an impact on employees performance. Employees with low engagement would work without responsibility and the result of work was not good and less than satisfactory. That was because the employees did not have a consideration on organization success, so the employees did not care on vision, mission and organization goals.

g.The Influence of Organizational Commitment on Performance

The result of this research showed that organizational commitment had an insignificant influence on performance. That meant good or bad organizational commitment would not affect the employees performance.

Performance of employees was less affected by the employees organizational commitment. During this time, the employees had a good work commitment and the commitment of individuals to work less reflects its commitment to the organization. That meant the employees understanding was low on organizational commitment and employees only commited to completing a given job.

h.The model of the research result

Application of the riming theory in the analysis result on picture 5.1 was obtained the model of the research result as follows:
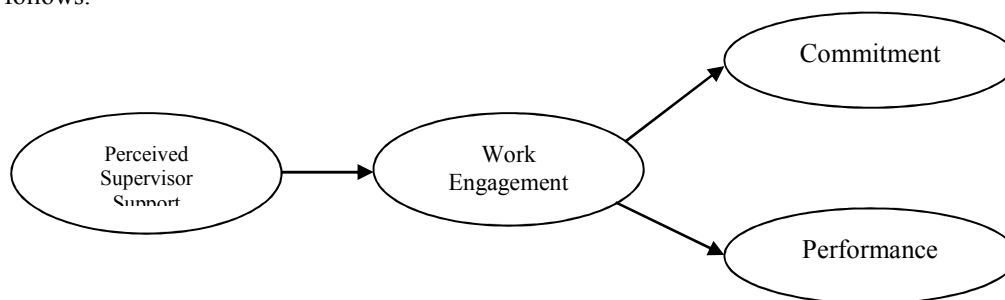

Figure 2. The model of research result

Based on pigure 2 showed that work engagement of daily impermanent employees (PTTH) was influenced significantly by perceived supervisor support and PTTH work engagement had an influence on organizational commitment and performance of employees in Department of Cleanliness and Horticultural Samarinda.

The model of this research result gave a fact which was showed employees was impermanent employees of Samarinda government that could be called as PTTH (daily impermanent employees) based on gender which was male was more dominant, because as the amount of employees in Department of Cleanliness and HorticulturalSamarinda which most of employees were male.

Based on the education showed that education of the research respondent, most of them were primary school graduated, it was 99 people or 33.90% of the research respondent. This showed the impermanent employees in Department of Cleanliness and Horticultural Samarinda were dominated by employees with low education. Based on the year of work indicated that most respondents of this research had a service life of 3-6 years as many as 139 people or 47.60%.This indicated daily impermanent employees in Department of Cleanliness and Horticultural Samarinda had commitment to work in Department of Cleanliness and Horticultural Samarinda which was quite good.

From the model picture above was illustrated that the employees was more obedient to their supervisor rather than the organization, this was evidenced by the mean of perceived supervisor support which was 3.83; whereas mean of perceived organization support was only 3.18, so could be said that the activator from engagement was not perceived organizational support bu perceived supervisor support.

Employees in work was more determined by engagement to the work instead with the commitment, so it could be said that organizational commitment could not be used as the activator of performance because they did not work in order to improve the organization. Or in other words the the activator of performance was perceived supervisor support not perceived organizational support, while the work engagement became the activator of performance and organizational commitment.

11. Conclusion
1. Perceived organization support had insignificant influence on employees work engagement.
2. Perceived organization support had insignificant influence on organizational commitment.
3. Perceived supervisor support had significant influence on work engagement.
4. Perceived supervisor support had insignificant influence on organizational commitment.
5. Work engagement had significant influence on organizational commitment.
6. Work engagement had significant influence on performance.
7. Organizational commitment had insignificant influence on performance.

12. Suggestion
Based on the conclusion above, the researcher gave some suggestions, as follows:

Suggestion for Samarinda city government, if wanted to improve the employees performance, the government should increase the perceived supervisor support and work engagement, because the employees always felt that there should be a people who motivated them and the employees problem could be considered by their supervisor well. The supervisor who was needed to improve employees performance in Department of Cleanliness and Horticultural was the supervisor who could motivate the subordinates and could improve the work engagement of his subordinates.

Suggestion for the future research, recommended to do research to outsoursing employees that were based on the different characteristic of employees which was daily impermanent employees (PTTH) in Department of Cleanliness and Horticultural Samarinda.

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