



The mediating role of organizational support in improving employee performance influenced by organizational commitment at BPS offices in banten province

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ARTICLE INFO	ABSTRACT
Article history: Received Aug 02, 2024 Revised Aug 16, 2024 Accepted Aug 29, 2024 Keywords: Employee performance; Organizational commitment; Organizational support.	This study aims to examine and analyze the mediating role of organizational support in improving employee performance, which is influenced by organizational commitment at BPS offices in Banten Province. Considering the importance of implementing organizational commitment to further improve the performance of BPS employees in Banten Province. The research method uses a quantitative approach with a sample of 175 BPS employees in Banten Province who were collected through questionnaires and data analysis using the SmartPLS 3.2.9 program. The research results show that organizational commitment has a positive and significant effect on employee performance, both directly and mediated by organizational support. The contribution of this research can be used for academic and practical purposes and can be used as a guideline for decision-making of the Head of BPS in Banten Province. <i>This is an open access article under the CC BY-NC license.</i> 

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INTRODUCTION

Performance is the result, employee behavior in carrying out its obligations that contributes, as well as an implementation of the functions required of a person and a demonstration of an employee's skills in carrying out his work (Kasmir, 2016). In improving employee performance, organizational development is needed and a system of rewards, values and compensation strategies is needed (Lipuku et al., 2022). Several special policy designs have been implemented by the organization, one of the organization's efforts to improve employee skills and performance (Pradhan & Jena, 2017).

The success of an agency in achieving its goals cannot be separated from the role and productivity of its employees or human resources (Wijayanto & Riani, 2021). Apart from that, in the competition to achieve organizational goals, the role of advances in information technology must be faced by every company. Quality and competent human resource support is the main key for companies to win competition in the business world (Yasin et al., 2019). Organizations or agencies become a forum for workers or employees or human resources, either as leaders or as

ordinary employees. The existence of employees provides information for management in managing the organization so that it is efficient and effective and also has the ability to provide support to achieve agency goals and its relationship to increasing performance (Hasibuan, 2017).

Employees are one element of the apparatus that has a role in carrying out general government tasks and national development. One of the successes of a civil servant can be seen from his performance. The higher the performance, the more influence it will have on organizational performance. Therefore, a leader is needed who is able to pay attention to the performance of the team and staff under him. When an employee is able to complete a task according to what has been given, the leader can give appreciation in the form of a performance appraisal to encourage the employee to maintain performance and be able to improve his performance for future task activities. Optimal transformational leadership in treating employees allows a leader to make decisions and will influence employee performance (Buil et al., 2019). An employee is required to produce good performance, so that the organization can achieve its goals. If employees are able to maintain their performance, then the organization can be said to be successful in managing its Human Resources (Hasibuan, 2017).

An independent institution which is an extension of the Indonesian Central Statistics Agency (BPS RI), BPS Banten Province carries out government duties in the field of statistics in accordance with statutory regulations. To achieve the vision goal of providing quality statistical data for advanced Indonesia in the regions, BPS requires high performance support from professional, integrity and trustworthy human resources. This is because public trust in the behavior of institutional human resources is closely related to the credibility of the institution (Mukhlison Effendi, 2021).

According to Law No. 16 of 1997 and Government Regulation No. 51 of 1999, the Central Statistics Agency (BPS) is a non-ministerial government institution that has the authority to carry out statistical activities in the form of censuses and surveys to produce statistical data and information that can be used by the public and academics as data. supporting planning, research, theses, theses, etc (BPS, 2022). BPS throughout Banten Province is targeting employee performance of 99.99 percent. However, in reality the average performance of BPS employees throughout Banten Province decreased by 1-3.5 percent in 2019-2023. The average performance assessment results for each work unit in 2019, which generally increased compared to the performance assessment results in 2023, although there are still gaps that have not been achieved. This causes work to experience delays in completion so that it is unable to achieve the performance targets that have been set.

Researchers have found that employee performance is positively and significantly influenced by organizational commitment (Yücel et al., 2020);(Ridwan et al., 2020);(ASTUTY & UDIN, 2020), and other studies have found a significant positive influence of organizational commitment on employee performance (Hendri, 2019). According to several academics, organizational commitment can influence employee performance. The impact on employee performance is obtained from organizational commitment.

According to (Jamal et al., 2021) and (Busro, 2018), organizational commitment is defined as an employee's attitude to persist and be involved in achieving organizational values and goals as well as their value orientation towards the organization. (Ricardianto, 2018) believes that organizational commitment is the main value in realizing organizational solidity. Besides that (Kanwal & Khaipur, 2021) believes that organizational commitment is very meaningful because institutions want employees who have great organizational commitment so that the institution can continue to survive and improve the services and products it produces.

The author attempts to refine and develop concepts based on business phenomena and study gaps by offering intervening variables and taking variables from tried-and-true concepts that have been tested by previous researchers, namely organizational support. According to (Rosyiana, 2019), explains that organizational support means appreciating employee contributions, hearing

complaints, feeling proud of their work results or achievements and meeting employee needs. Organizational support refers to employees' perceptions of the extent to which the organization attaches importance to their socio-emotional needs such as appreciation, attention and benefits such as salary and social benefits, according to (Ismainar, 2018).

The impact of changes in organizational policies or strategies on employee commitment and performance during the 2019-2023 period, among others, the impact on commitment includes job satisfaction, trust in the organization, adaptation and engagement, as well as uncertainty and work stress. Furthermore, the impact on employee performance includes productivity, motivation, skills and competencies, and work team effectiveness. Overall, the impact of policy and strategy changes on employee commitment and performance depends on how the changes are managed and the extent to which they are adapted to employee needs and expectations. An inclusive, communicative and supportive approach is likely to produce more positive outcomes.

The role of transformational leadership in strengthening organizational commitment to employee performance at BPS Banten includes, the leader has a clear vision, individual empowerment and development, concern and support for employees and the organization, encouraging employee innovation and creativity, open communication between employees, and increasing employee involvement and participation. Overall, transformational leadership can strengthen organizational commitment and employee performance at BPS Banten by creating a supportive and empowering work environment. Leaders who apply transformational leadership principles can help employees feel more connected to the organization's mission, motivated to achieve common goals, and committed to giving their best performance.

Based on business phenomena, this research explains the problem of employee performance which has not been optimal accompanied by unfulfilled organizational commitment so that based on the results of initial research observations, organizational support is expected to be able to improve employee performance optimally. The problem with this research was that a research gap was also found which stated that there were different research results regarding the relationship between organizational commitment and employee performance, and in several previous studies it was found that organizational support was able to provide a solution to this problem relationship. Therefore, it is hoped that the role of organizational support can increase organizational commitment to employee performance.

This study aims to test, analyze and study improving employee performance, including organizational support and organizational commitment variables, exploring conceptual models, completing research gaps in BPS offices in Banten Province. This study uses a descriptive quantitative approach method used by researchers to find solutions to the gaps in this problem.

RESEARCH METHOD

The author used a quantitative type of scientific research to conduct this research. This research was conducted to determine the interaction between the observed variables. Organizational commitment in this research uses indicators according to (Busro, 2018). Then the indicators related to organizational support refer to (Rosyiana, 2019) and (Savitri & Komalasari, 2021). Next, for employee performance variables, use appropriate indicators (Kasmir, 2016). This research was conducted at BPS offices in Banten Province. The population in this study were 308 BPS employees in Banten Province using data source guidelines for personnel reports in 2023. Then the sample used in this study was guided by (Ferdinand & Zuhroh, 2022) and strengthened accordingly (Schreiber & Asner-Self, 2011), so that 175 samples were obtained using a simple random sampling technique divided based on BPS work units in Banten Province. Data analysis in this study used the SmartPLS 3.2.9 program with data collected through questionnaires.

These indicators were chosen to evaluate the role of organizational support in strengthening organizational commitment and employee performance. The theoretical basis used

according to (Kasmir, 2016) Performance is the result, the behavior of employees in carrying out their obligations that contribute, as well as an implementation of the functions required of a person and a demonstration of the skills of an employee in doing his job. Organizational Commitment is a psychological state in an employee's relationship with a company that has an impact on the decision to stay with the company or leave the company (Busro, 2018), and (Rosyiana, 2019) explains that organizational support means valuing employee contributions, hearing complaints, feeling proud of their work or achievements and meeting employee needs.

Validity test refers to the extent to which the research instrument accurately and precisely measures the construct or variable referred to in the study. Validity and reliability testing using SPSS 26 software by testing 20 samples of questionnaire answers that are not respondents and the research population. The statement indicator is said to be valid if the value of $r_{\text{count}} > r_{\text{table}}$, to find out the value of r_{table} is sought with a significance of 5 percent and the value of $df = n-2$, then r_{table} is 0.349. Then the reliability test is used to determine the level of consistency and reliability of the research instrument used by the author, so that the instrument can be relied upon to measure the research variables. Reliability refers to the extent to which the research instrument produces consistent and reliable results, with an alpha value > 0.70 (Ghozali & Latan, 2015) then the statement indicator is said to be reliable. For more details, it can be seen in the table below

Table 1. Validity and Reliability Test Results

Indicator	R Count	R Table	Cronbach Alpha	Description
DU1	0.947	0.349	0.944	Valid and Reliabel
DU2	0.917	0.349		Valid and Reliabel
DU3	0.964	0.349		Valid and Reliabel
DU4	0.711	0.349		Valid and Reliabel
DU5	0.952	0.349		Valid and Reliabel
DU6	0.833	0.349		Valid and Reliabel
KP1	0.900	0.349	0.837	Valid and Reliabel
KP2	0.695	0.349		Valid and Reliabel
KP3	0.762	0.349		Valid and Reliabel
KP4	0.932	0.349		Valid and Reliabel
KP5	0.794	0.349		Valid and Reliabel
KO1	0.722	0.349	0.919	Valid and Reliabel
KO2	0.822	0.349		Valid and Reliabel
KO3	0.805	0.349		Valid and Reliabel
KO4	0.920	0.349		Valid and Reliabel
KO5	0.860	0.349		Valid and Reliabel
KO6	0.744	0.349		Valid and Reliabel
KO7	0.682	0.349		Valid and Reliabel
KO8	0.780	0.349		Valid and Reliabel
KO9	0.739	0.349		Valid and Reliabel

RESULTS AND DISCUSSIONS

Characteristics of respondents in this study, the majority of respondents were men with 107 respondents (61.14) percent compared to women with 68 respondents (38.86) percent. Then the respondent profile is based on age. Data obtained through questionnaires shows that the majority of respondents in this study were aged 41-50 years with a total of 68 respondents (38.86) percent. Followed by the second respondent aged 31-40 years amounting to 59 respondents (33.71) percent. Then respectively aged 51-60 years 26 respondents (14.86) percent and aged 23-30 years 22 respondents (12.57) percent. The respondent profile is further explained in table 2, as follows:

Table 2. Respondent Characteristics

No	Based on	Information	Amount	Percentage (%)
1.	Gender			

		Man	107	61.14
		Woman	68	38.86
2.	Age	23-30 years old	22	12.57
		31-40 years old	59	33.71
		41-50 years old	68	38.86
		51-60 years old	26	14.86
3.	Years of service	<5 years	11	6.29
		5-10 years	10	5.71
		10-20 years	130	74.29
		>20 years	24	13.71
4.	Education	SENIOR HIGH SCHOOL	12	6.86
		D1-D3	14	8.00
		D4/S1	99	56.57
		S2	50	28.57
	Total		175	100.00

Validity and Reliability Test

To test convergent validity, three tests were carried out, namely Loading factor, Average Variance Extracted (AVE), and Discriminant Validity. The results of the three tests are explained as follows:

Table 3.Initial loading factor

	Organizational Support	Employee Performance	Organizational Commitment
DU1	0.826		
DU2	0.900		
DU3	0.751		
DU4	0.790		
DU5	0.868		
DU6	0.233		
KP1		0.711	
KP2		0.208	
KP3		0.772	
KP4		0.858	
KP5		0.888	
KO1			0.745
KO2			0.841
KO3			0.776
KO4			0.923
KO5			0.807
KO6			0.334
KO7			0.823
KO8			0.721
KO9			-0.020

The loading factor values for all constructs are said to be valid if the values for all items are > 0.70. The test results in table 3 at the initial stage of measurement still contain several loading factor values that are still below 0.70, including indicators DU6, KP2, KO6, and KO9, so re-measurements are carried out and adjustments are made by dropping or deleting these indicators. The results of the repeated measurements are presented as follows:

Table 4.Final loading factor

	Organizational Support	Employee Performance	Organizational Commitment
DU1	0.835		

DU2	0.905	
DU3	0.753	
DU4	0.791	
DU5	0.861	
KP1	0.723	
KP3	0.765	
KP4	0.859	
KP5	0.885	
KO1		0.749
KO2		0.844
KO3		0.784
KO4		0.920
KO5		0.813
KO7		0.819
KO8		0.720

The results of retesting the Loading factor show that all constructs are valid because the value of all items is > 0.70 which indicates high validity/validity. It was concluded that the variable indicators met the requirements for Convergent Validity and had a strong relationship with the construct being measured. Then the Discriminant Validity test is carried out as follows:

Table 5.Discriminant Validity

	Organizational Support	Employee Performance	Organizational Commitment
Organizational Support	0.831		
Employee Performance	0.776	0.811	
Organizational Commitment	0.752	0.734	0.809

The results of the Discriminant Validity test show that all constructs are greater than the correlation value between variables, so the constructs are declared valid. Next, a test is carried out to see the Average Variance Extracted (AVE) value as follows:

Table 6.Average Variance Extracted

	Average Variance Extracted (AVE)
Organizational Support	0.690
Employee Performance	0.657
Organizational Commitment	0.655

The test results show that the Average Variance Extracted (AVE) value is > 0.50 , so the construct is declared valid. Next, to see the reliability of the questionnaire items, a test was carried out by looking at the Composite reliability and Cronbach alpha values, the research results were shown as follows:

Table 7.Composite reliability

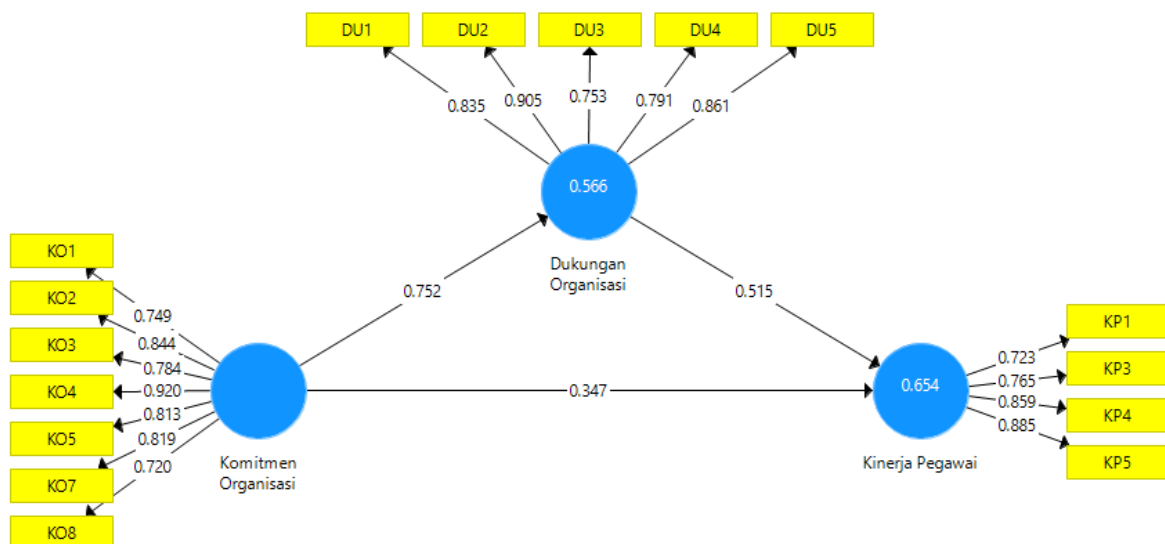
	Cronbach alpha	rho_A	Composite reliability
Organizational Support	0.889	0.906	0.917
Employee Performance	0.823	0.821	0.884
Organizational Commitment	0.914	0.931	0.930

The test results show that the Composite reliability and Cronbach alpha values are > 0.60 , so that all constructs are declared reliable. Next, to see the influence exerted by exogenous variables, it can be seen from the R square value as follows:

Table 8.Coefficient Determination (R-square)

	R Square	R Square Adjusted
Organizational Support	0.566	0.554
Employee Performance	0.654	0.635

There are three categories of grouping R-square values according to (Hair et al., 2021) namely the strong category (0.75), the moderate category (0.50), and the weak category (0.25). The R-square value of Organizational Support shows a value of 0.566, so organizational support can be explained by 56.6% of organizational commitment, then the R-square value of employee performance shows a value of 0.654, so employee performance can be explained by 65.4% of organizational commitment and organizational support. Next, to see the influence of exogenous variables and mediation effects on endogenous variables, it can be seen from hypothesis testing as follows:

**Figure 1.**Model Framework**Table 9.**Hypothesis test

	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Results
Immediate Effect					
Organizational Commitment -> Organizational Support	0.752	0.048	15,687	0,000	Accepted
Organizational Commitment -> Employee Performance	0.347	0.174	1,993	0.023	Accepted
Organizational Support -> Employee Performance	0.515	0.158	3,248	0.001	Accepted
Indirect Effects					
Organizational Commitment -> Organizational Support -> Employee Performance	0.387	0.151	2,564	0.005	Accepted

Determining whether a hypothesis is accepted or rejected requires paying attention to the values of significance, t-statistics and p-values (Ghozali & Latan, 2015), (Hair et al., 2021). The results of hypothesis testing in table 8 above show that all the hypotheses proposed explain that they are all accepted, it is proven that all hypotheses have positive and significant effects, both direct and indirect effects. Organizational commitment has a positive and significant effect on

organizational support ($t=15.687$, $p=0.000$). Furthermore, organizational commitment has a positive and significant effect on employee performance ($t=1.993$, $p=0.023$), and organizational support has a positive and significant effect on employee performance ($t=3.248$, $p=0.001$). Indirect influence occurs when an exogenous variable influences an endogenous variable through the use of intervening variables (Anggoro, 2021). In the mediation test, it can be seen that organizational support mediates the effect of organizational commitment on employee performance with a p value of 0.005 and the parameter coefficient is positive. This shows that organizational commitment can influence the performance of BPS employees throughout Banten Province, both directly and through the mediating influence of organizational support.

These findings show that all the proposed hypotheses are supported, proving that the organizational commitment of BPS offices throughout Banten Province has an influence both directly and indirectly through organizational support. Organizational commitment will encourage employees to work effectively and efficiently. Therefore, organizational commitment makes it possible to improve employee performance through increased organizational support (Pawestri & Pradhanawati, 2018), (Prasetyo & Harsono, 2023), (Xiu et al., 2019). The results of this research support previous research which found that organizational commitment has a direct effect on employee performance (Maisirata, 2019), (Priyatna, 2021), (Setyorini & Santi, 2021), (Astuti, 2022), (Riono et al., 2020), and (Wibowo et al., 2020). Strengthened by research results from (Santoso & Kambara, 2020) and (Riono et al., 2020) which says that an employee who has high organizational commitment will have an influence on the employee's performance.

There are 3 (three) important things in testing mediation/indirect influence, including test significance (p value < 0.05), partial or full mediation, and effect size mediation (Hair et al., 2017), (Singh et al., 2024) using the significance path coefficient.

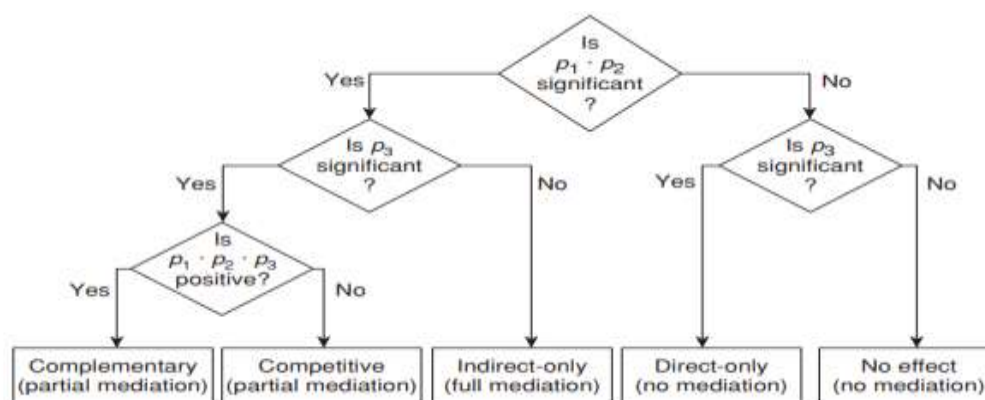


Figure 2. Mediation Analysis Procedure (Hair et al., 2017)

From Figure 4.5 above and the results of testing the indirect influence hypothesis, organizational support significantly mediates organizational commitment on employee performance. Then the direct influence of organizational commitment on employee performance has a significant effect. From these two results, it can be concluded that the role of organizational support as mediation is partial mediation. Furthermore, effect size/mediation effect is defined as the influence of variables at the structural level when (Z) is significant as a mediating variable, whether it has a low, medium or high mediation effect (Hair et al., 2017). There is no mediation effect/effect size mediation/ F square output in the SmartPLS application for the mediation test. Manual calculations are required based on references (Lachowicz et al., 2018) known as the statistical measure Upsilon (ν), which is calculated from the square of the path coefficient value. The author refers to recommendations by (Ogbeibu et al., 2021) namely 0.01 low mediation effect, 0.075 medium mediation effect, and 0.175 high mediation effect.

Table 10.Mediation Effects

Organizational Support	Hypothesis	Path Coef	Square of Path Coef	Upsilon v/effect size
Direct effects				
	Organizational Commitment -> Organizational Support	0.752	0.566	0.150
	Organizational Support -> Employee Performance	0.515	0.265	
Indirect effects				
	Organizational Commitment -> Organizational Support -> Employee Performance	0.387		

Organizational support acts as a mediating variable, namely mediating the indirect influence of organizational commitment on employee performance with a path coefficient (0.387) and p value (0.005) < 0.05. The mediating role of organizational support at the structural level is classified as partial mediation with a moderate level of influence as calculated by the effect size upslon (v) of 0.150.

CONCLUSION

Main findings: Based on research findings at BPS offices throughout Banten Province, it shows that organizational commitment and organizational support have a positive and significant effect on employee performance with p values < 0.05, and the parameter coefficient (original sample) is positive. Furthermore, in the mediation test, it can be seen that organizational support mediates the effect of organizational commitment on employee performance with a p value < 0.05, and the parameter coefficient (original sample) is positive. Practical implications: The contribution of this research can be used for academic purposes and practical purposes which can be used as a guide for the Head of BPS throughout Banten Province in supporting decision making related to employee performance. Theoretical implications: Then the results of this research can also be used as a reference for other researchers with similar research who conduct research related to employee performance. Limitations: The limitations of this research only examine three variables, namely organizational commitment, organizational support, and employee performance.

Suggestions for future research: For researchers or researchers, it is hoped that further research will be developed by adding other research variables that were not examined in this research which are expected to be able to develop conceptual studies and models on broader study objects, so that employee performance will be better. In addition, with a sample size of 175 employees, it is recommended to use a larger sample size to truly represent the population in the study. In the data collection process, the information provided by respondents sometimes does not show the actual opinion of the respondents, this happens because of the different assumptions and understanding of each respondent. For future research, it is expected to add research variables including transformational leadership, employee engagement, and organizational culture that can contribute to improving employee performance, so that employee performance can be even better.

ACKNOWLEDGEMENTS

The author would like to thank the cooperation and dedication of the entire Journal of Enrichment: Journal of Management team, who have reviewed the article and published the article prepared by the author. Apart from that, the author also would like to thank BPS employees throughout Banten Province for their willingness to support the completeness of the data required by the author, so

that the preparation of this article can be published in the Journal of Enrichment: Journal of Management.

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