

The Impact of Perceived Organizational Support and Social Support on Employee Performance: The Mediating Role of Organizational Commitment

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ABSTRACT

The aim of this research is to assess and elucidate the impact of perceived organizational support and social support on employee performance, with organizational commitment serving as a mediating factor. The study involved 543 employees from the Regional Secretariat Office of Southeast Sulawesi Province. A sample of 84 employees was selected using a proportional cluster random sampling technique. Data were collected through questionnaires and interviews. For statistical analysis, SmartPLS 4.0 software was employed to model structural equations. The findings reveal that perceived organizational support, social support, and organizational commitment all influence employee performance. Specifically, perceived organizational support does not significantly affect organizational commitment, whereas social support has a significant impact on it. Organizational commitment does not mediate the relationship between perceived organizational support and employee performance; however, it does mediate the relationship between social support and employee performance. The Regional Secretariat Office of Southeast Sulawesi Province and related stakeholders can utilize these findings to enhance employee performance by focusing on employee commitment, perceived organizational support, and social support.

ABSTRAK

Tujuan dari penelitian ini adalah untuk menilai dan menjelaskan dampak dukungan organisasi yang dirasakan dan dukungan sosial terhadap kinerja karyawan, dengan komitmen organisasi sebagai faktor mediasi. Penelitian ini melibatkan 543 karyawan dari Kantor Sekretariat Daerah Provinsi Sulawesi Tenggara. Sampel sebanyak 84 karyawan dipilih menggunakan teknik sampling acak kluster proporsional. Data dikumpulkan melalui kuesioner dan wawancara. Untuk analisis statistik, perangkat lunak SmartPLS 4.0 digunakan untuk memodelkan persamaan struktural. Hasil penelitian menunjukkan bahwa dukungan organisasi yang dirasakan, dukungan sosial, dan komitmen organisasi semuanya mempengaruhi kinerja karyawan. Secara spesifik, dukungan organisasi yang dirasakan tidak berpengaruh signifikan terhadap komitmen organisasi, sedangkan dukungan sosial memiliki dampak signifikan terhadapnya. Komitmen organisasi tidak memediasi hubungan antara dukungan organisasi yang dirasakan dan kinerja karyawan; namun, komitmen organisasi memediasi hubungan antara dukungan sosial dan kinerja karyawan. Kantor Sekretariat Daerah Provinsi Sulawesi Tenggara dan pemangku kepentingan terkait dapat memanfaatkan temuan ini untuk meningkatkan kinerja karyawan dengan berfokus pada komitmen karyawan, dukungan organisasi yang dirasakan, dan dukungan sosial.

1. INTRODUCTION

Quality human resources and strong commitment significantly influence employee performance within an organization. However, in practice, human resources often face various limitations. Issues such as a lack of awareness regarding individual duties and responsibilities related to key tasks and functions are prevalent.

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Therefore, organizations must make efforts to enhance employee performance to achieve their goals. Additionally, support from an employee's social environment is crucial for improving performance. Support from family, colleagues, and direct supervisors in executing organizational tasks and functions can directly or indirectly enhance employee performance.

Employees who receive organizational support in fulfilling their duties and responsibilities are more likely to foster creativity, increase their desire to remain with the organization, and strive to improve their performance. According to Ibrahim et al. (2016), organizational support plays a vital role in fostering employee creativity, motivating them to enhance organizational performance and productivity. However, some organizations lack adequate support for empowering employees and sharing knowledge. Arslaner & Boylu (2017) suggest that when employees perceive significant organizational support, they experience positive work emotions and greater job satisfaction, leading to improved psychological well-being at work. Afsar & Badir (2017) define employees' perception of organizational support as the belief that their company cares for them, values their work, and enhances their social and emotional well-being by providing respect and support.

Research by Pratiwi & Muzakki (2021), Darmawan & Mardikaningsih (2021), and Muji & Ratnawati (2023) indicates that perceptions of organizational support significantly and positively impact employee commitment to their organization. However, Asrunputri (2018) found that perceived organizational support does not significantly affect organizational commitment. Studies by Pratiwi & Muzakki (2021), Weny et al. (2021), and Widarni & Prabowo (2021) demonstrate that perceived organizational support can significantly enhance employee performance. Conversely, research by Wahyuni (2019) and Berdiyana & Witjaksono (2022) suggests that perceived organizational support does not influence performance improvement, as employees continue to perform their basic duties regardless of organizational attitudes. This discrepancy may be due to other factors not identified by researchers.

As social beings, humans require interaction and interdependence to meet their needs, including physical needs like clothing, food, and shelter; social needs such as association, acknowledgment, and work; and psychological needs like curiosity, security, and religious feelings. These needs cannot be met without the help of others, especially when facing personal or organizational challenges. Individuals seek social support from those around them when they feel noticed, appreciated, and loved. Gottlieb (in Koentjoro, 2002) defines social support as verbal and non-verbal information, advice, assistance, or behavior provided by people familiar with the individual in their social environment. Social support can also involve the presence of people or resources that offer social benefits or influence the recipient's behavior. Those who receive emotional social support feel better because they feel noticed, receive advice, or have an improved self-image. Research by Lee (2018), Novitasari et al. (2021), and Ariany et al. (2022) indicates that social support can influence an organization's commitment to its employees. Few studies find contrary results, suggesting that greater perceived social support leads to increased employee commitment to their organization. Studies by Sitepu (2018), Darmanto & Ariyanti (2021), and Vuong, Tushar, & Hossain (2022) show that social support can significantly enhance employee performance. However, some research, such as that by Rahmawati & Irwana (2020), indicates that social support does not significantly impact performance improvement.

In organizations, both social and organizational support can enhance performance, provided there is strong employee commitment. Organizational commitment refers to the relationship between an individual and their organization, characterized by belief in the organization's principles and goals, a willingness to make sincere efforts for the organization's benefit, and a strong desire to remain with the organization. Mowday et al. (1982) describe organizational commitment as the relative strength of an individual's identification with and involvement in a particular organization. It involves active relationships and a willingness to contribute more to the organization. According to Mowday, Steers, and Porter (1983), organizational commitment reflects an exchange relationship between an individual and their organization. Allen and Meyer (1991) define commitment as a psychological state that influences an individual's actions in line with organizational goals and affects their decision to remain a member of the organization. Research by Dong et al. (2019), Silaban, Handaru, Saptono (2021), and Amri & Ramadhi (2021) shows that organizational commitment significantly enhances employee performance. However, some studies, such as those by Diana and Anggreani (2020) and Muji & Ratnawati (2023), indicate a minor influence of organizational commitment on performance.

Theoretical studies and previous research generally demonstrate that perceived organizational support and social support can improve employee performance, both directly and through the mediation of

organizational commitment. Given the research gap, this study aims to investigate how perceptions of organizational support and social support affect employee performance, both directly and indirectly, with organizational commitment as a mediating variable. The research focuses on officials working in the regional secretariat of Southeast Sulawesi Province. Theoretical analysis, previous research, and existing phenomena suggest that perceptions of organizational support and social support significantly influence employee performance.

2. THEORETICAL FRAMEWORK AND HYPOTHESES

2.1. Perceived Organizational Support

Perceived organizational support refers to employees' general belief about the extent of their organization's commitment to them. Boateng (2014) stated that this perception indicates that employees believe their organization values their contributions and cares about their well-being. According to Benlioglu (2014), the working conditions and human resource practices within an organization shape employees' perception of organizational support. Kohler et al. (2015) noted that employees who receive substantial organizational support are more likely to engage in work-related efforts, enhancing their performance and contributing positively to the organization.

When an organization supports employees in activities related to their duties and responsibilities, employees tend to become more creative, which subsequently improves their performance. Ibrahim et al. (2016) emphasized that organizational support is crucial for boosting employee creativity and motivating them to enhance performance and productivity. Afsar & Badir (2017) described organizational support as the feeling employees have that their company cares for them, values their work, and enhances their social and emotional well-being by providing respect and support.

Rhoades, Eisenberger, & Armeli (2001) proposed that the theory of organizational support suggests that positive treatment by supervisors leads to increased perceived organizational support, which encourages employees to help the organization achieve its goals. Baranik, Roling, & Barangay (2010) defined perceived organizational support (POS) as a social exchange relationship resulting from interactions between an employee and their organization. In a study by Pratiwi & Muzakki (2021) on the influence of perceived organizational support on organizational commitment and employee performance in the production division of PT. Panca Multi Partner Perdana in Situbondo, the analysis showed that perceived organizational support had a significant positive impact on both organizational commitment and employee performance. This finding aligns with research by Darmawan & Mardikaningsih (2021), which demonstrated that perceived organizational support significantly influences organizational commitment both partially and simultaneously.

2.2. Social Support

Social support refers to the availability of assistance when needed, which can be identified and measured subjectively and qualitatively. It is well-established that social support influences mental health. People's perceptions of feeling unsupported, unaware, or lonely in certain social situations can vary significantly. According to Cohen and Syme (1985), social support can originate from work, family, spouses, and friends. Hobfoll and Vaux (1993) describe social support perception as the feeling of receiving support from friends, family, and others. Cordes & Dougherty (1993) noted that employees lacking social support are more susceptible to job demands that lead to exhaustion. Social support can also empower employees to handle workplace challenges effectively.

Thoits (2011) defines social support as "a resource of power available to individuals through interpersonal relationships that can affect their emotional experiences and ability to cope with stress." Colquitt et al. (2013) suggest that social support can increase the likelihood of an employee's commitment to their job. According to social exchange theory, positive work experiences foster affective commitment, enabling individuals to view the company favorably. Social support encompasses not only the actions taken by others, known as received support, but also the perception that comfort, attention, and help are readily available when needed.

Social support involves the amount of consideration, respect, attention, and assistance one receives from groups such as friends and family. It reflects the feeling of being valued by others and being part of a social network (Bashiri, 2015). Novitasari et al. (2021) conducted a study on the influence of perceived social support on employee performance, concluding that support from superiors, peers, and family positively and significantly impacts performance. Research by Sitepu (2018), Darmanto & Ariyanti (2021), and Vuong,

Tushar, & Hossain (2022) also found significant positive results, while Rahmawati & Irwana (2020) reported non-significant findings. Lee (2018) demonstrated the impact of perceived social support on organizational commitment in his study titled "Effects of Nurses' Resilience, Job Satisfaction, and Social Support on Organizational Commitment," finding a correlation between social support and organizational commitment, though further programs are needed to enhance engagement. Similarly, Ariany et al. (2022), in their study "Analysis of the Impact of Double Role Conflict and Social Support on Organizational Commitment in Women's Careers at the North Sumatra Governor's Office," found that social support influences organizational commitment.

2.3. Organizational Commitment

Organizational commitment refers to the relationship between an individual and an organization. It is characterized by a belief in the organization's principles and purposes, a willingness to make sincere efforts for the organization's benefit, and a strong desire to remain employed there. Hellriegel et al. (2008) define organizational commitment as "the level at which an individual feels bound or emotionally involved with their organization and identifies with its purpose." Similarly, Griffin (2016) describes organizational commitment as an attitude reflecting a person's relationship with and understanding of the organization. A committed individual is more likely to view themselves as a member of the organization. Meyer and Allen (1991) define organizational commitment as "the individual's desire to maintain membership in an organization."

Luthans (2011) describes organizational commitment as an attitude that reflects an employee's loyalty to the organization and a continuous process in which members demonstrate their dedication to the organization's success and progress. According to Robbins and Timothy (2017), organizational commitment is a psychological state that signifies the relationship between employees and their organization, encompassing their desire and decision to remain members. Meyer and Allen (1991) developed a well-known model of organizational commitment comprising three main dimensions: affective commitment, continuance commitment, and normative commitment.

A study by Silaban, Handaru, and Saptono (2021), titled "Effects of Workload, Competency, and Career Development on Employee Performance with Organizational Commitment as an Intervening Variable," found that organizational commitment positively impacts employee performance. This finding aligns with the study by Amri & Ramadhi (2021), which examined job satisfaction mediation, communication, commitment, and working discipline, and their impact on employee performance in the context of Radio Republic of Indonesia (RRI). Their research indicates that organizational commitment significantly affects employee performance.

Organizational commitment consists of three interrelated aspects: acceptance of organizational values, the desire to contribute to the organization, and the willingness of employees to continue working for the organization (Cook and Wall, 1980). These components are identification, commitment, and loyalty. According to Meyer and Allen (1991) and Davenport (1999), organizational commitment is successful when employees demonstrate a strong interest in their employment relationships.

Research by Hidayah (2019) suggests that organizational commitment partially mediates the influence of perceived organizational support on performance. This type of partial mediation indicates that organizational commitment is not the sole factor mediating the relationship between organizational support and performance (Barron and Kenny, 1986). Additionally, a study by Benlioglu and Baskan (2014) found that organizational commitment can fully mediate the impact of organizational support on employee performance. A study by Bambang S. & Suprpto (2023) and Zulfa (2021), titled "The Impact of Social Support on Employee Performance During the COVID-19 Pandemic with Affective Commitment as a Mediation Variable," found that the impact of social support on employee performance is not mediated by emotional commitment. However, the findings of Vuong, Tushar, & Hossain (2022) indicate that organizational commitment can mediate the impact of social support on performance.

2.4. Employee Performance

Performance is a key indicator of an organization's success, whether in the business sector, public sector, or as a service provider. Viswesvaran and Ones (2000) describe employee performance as the extent to which individuals act intelligently and contribute behaviors that align with organizational goals. Generally, performance is associated with an individual's ability to achieve work goals, meet expectations, and attain targets

or standards set by the organization (Mathis and Jackson, 2011). Armstrong (2020) defines performance appraisal as a formal evaluation conducted by a leader to assess an employee's work achievements over a specific period.

According to Bin and Shmailan (2015), employee performance encompasses the actions employees take to fulfill their job responsibilities within the company. Performance is inherently linked to job satisfaction, the level of rewards provided, and is influenced by the skills, abilities, and characteristics of the individual. Yang et al. (2016) state that performance essentially reflects what employees do or do not do. Performance management involves all activities aimed at enhancing the performance of a company or organization, including the performance of each individual and work group within the company.

Al Mehrzi and Singh (2016) define performance as the outcome or level of success an individual achieves during a specific period when completing tasks, compared to various benchmarks such as work standards, targets, or predetermined criteria. This definition underscores the importance of measuring performance against established goals and standards. Effective performance evaluation can help organizations identify strengths, weaknesses, and opportunities for improvement. It also serves as a foundation for providing feedback and developing plans to achieve better results in the future. Therefore, performance management is a crucial tool for enhancing productivity and achieving organizational objectives.

2.5. The Effect of Perceived Organizational Support on Organizational Commitment and Employee Performance

Perceived organizational support (POS) serves as an indicator of an organization's readiness to acknowledge and enhance employee performance. POS is evaluated by employees as a reflection of their social and emotional needs, indicating the organization's preparedness to provide assistance when necessary for effective job performance (Fuller et al., 2003). Organizational support positively influences employee commitment. When employees perceive that their employer values their contributions and cares about their well-being, a sense of shared responsibility emerges, leading to increased dedication to the organization's survival and the achievement of its goals. Previous research by Rhoades and Eisenberger (2002) supports this notion, suggesting that the perception of organizational support is crucial for developing commitment, as it relates to the extent to which organizations value employee contributions and show concern for their well-being. Tumwesigye (2010) also posits that perceived organizational support can foster organizational commitment.

Research by Aggarwal-Gupta et al. (2010) demonstrates that employees' perceptions of organizational support positively impact their commitment to the organization. This is evident when employees perceive their organization as supportive, recognizing their value and contributions to the organization. Fernandes et al. (2014) further confirm that organizational commitment is positively influenced by employees' perceptions of support from their organizations. Tumwesigye (2010) and Rhoades and Eisenberger (2002) also highlight the positive impact of POS on organizational commitment. According to Mangun (2012), there is a strong and positive correlation between organizational commitment and perceived organizational support. Thus, we hypothesize that:

H1. Perceived organizational support affects organizational commitment.

H2. Perceived organizational support affects employee performance.

2.6. The Effect of Social Support on Organizational Commitment and Employee Performance

Social support refers to the acceptance an individual receives from others, which makes the recipient feel loved, cared for, and assisted. According to Gottlieb (as cited in Koentjoro, 2002), social support encompasses verbal and non-verbal information, advice, tangible assistance, or behaviors provided by people familiar with the individual within their social environment. It can also include the presence of others and resources that offer social benefits or influence the recipient's behavior. Stokes, as quoted by Gulacti (2010), explained that perceived social support is the availability of support when needed, which can be identified and measured from a subjective qualitative perspective. It is also known that perceived social support affects mental health. Social support systems can foster innovation, leading to quicker solutions to workplace challenges, thereby making work more productive and enjoyable. Conversely, a lack of social support can deplete employees' resources, reducing positive job outcomes.

A study by Novitasari et al. (2021) explored this topic and found that all forms of social support – including peer, family, and superior support – have a positive and significant impact on performance. However, the performance of elementary school teachers is not significantly affected by supervisor support. The

findings of Rahmawati & Irwana (2020) were not significant, contrasting with the research conducted by Sitepu (2018), Darmanto & Ariyanti (2021), Hadi et al. (2021), and Vuong, Tushar & Hossain (2022), which reported significant positive outcomes. Therefore, we hypothesize that:

H3. Social support affects organizational commitment.

H4. Social support affects employee performance.

2.7. The Effect of Organizational Commitment on Employee Performance

Mowday et al. (1982) define organizational commitment as the extent to which an individual identifies with and participates in a particular organization. This definition suggests that organizational commitment involves not only passive loyalty but also active engagement and a desire to contribute meaningfully to the organization. Steers, Porter, and Mowday (1983) include the concept of an exchange relationship between individuals and their work organizations as part of organizational commitment. According to Allen and Meyer (1990), commitment is a psychological state that can influence individuals to act in ways that support the organization's goals. It is a characteristic of the relationship between organizational members and the organization itself, which can affect an individual's decision to remain with the organization. Research by Silaban, Handaru, and Saptono (2021) indicates that organizational commitment significantly impacts employee performance. This finding aligns with research conducted by Amri and Ramadhi (2021), which also demonstrates that organizational commitment has a significant effect on employee performance. Therefore, we hypothesize that:

H5. Organizational commitment has a positive and significant influence on employee performance.

2.8. The Effect of Perceived Organizational Support on Employee Performance through Organizational Commitment

Cook and Wall's (1980) concept of organizational commitment is defined by three interconnected components: employees' acceptance of the organization's values, their willingness to work for the organization, and their desire to remain with the organization. These elements are referred to as engagement, loyalty, and identity. According to Meyer and Allen (1991), Davenport (1999), and Nurdin et al. (2011), a key aspect of organizational commitment is employees' strong interest in maintaining their professional relationships. Research by Hidayah (2019) found that organizational commitment partially mediates the influence of perceived organizational support on performance. This partial mediation indicates that while organizational commitment plays a role in mediating the relationship between perceived organizational support and performance, other mediating factors are also involved (Baron and Kenny, 1986). Similarly, Ade (2022) found that organizational commitment can fully mediate the influence of organizational support on employee performance. Hidayah's (2019) research suggests that perceived organizational support impacts performance, with organizational commitment acting as a partial mediator. This indicates the presence of additional mediating factors beyond organizational commitment that affect the relationship between perceived organizational support and performance (Baron and Kenny, 1986). In line with this, Ade (2022) discovered that organizational commitment can fully mediate the impact of organizational support on employee performance using a complete mediation model. Therefore, we hypothesize that:

H6. Perceived organizational support affects employee performance through organizational commitment.

2.9. The Effect of Social Support on Employee Performance through Organizational Commitment

Berry (2012) suggests that there is a strong positive correlation between organizational commitment and peer social support. When members of an organization assist each other in resolving issues, it fosters positive relationships and a sense of belonging, which in turn enhances organizational commitment. When employees receive social support, they feel valued by their superiors and colleagues and recognized for their contributions. The efficient operation of an organization largely depends on the performance of its workforce. Therefore, to perform effectively, employees need social support, particularly from their immediate environment, with support from colleagues being especially important. Research by Zulfa (2021) found that the influence of social support on employee performance is not mediated by affective commitment. However, a study by Vuong, Tushar, and Hossain (2022) indicates that organizational commitment can mediate the impact of social support on performance. Therefore, we hypothesize that:

H7. Social support affects employee performance through organizational commitment.

Based on these hypotheses, we present the proposed research framework in Figure 1.

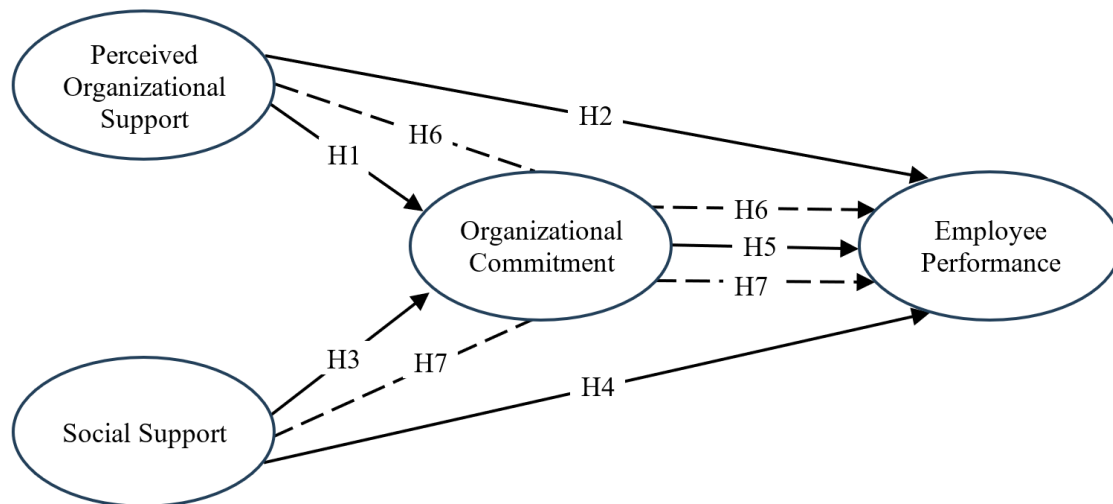


Figure 1. Conceptual framework

3. RESEARCH METHOD

This study is grounded in the positivist paradigm, which emphasizes observational and investigative information to verify the accuracy of observations in hypothesis testing. It employs a quantitative approach within a cross-sectional design, focusing on causal or correlational testing to address the research questions and hypotheses. The collected data are analyzed to identify results or trends within the observed samples. Thus, the study aims to explain the causal relationships between variables and to draw conclusions and recommendations based on these findings. Data collection was conducted through a survey using a cross-sectional method, where data were gathered once via a questionnaire. The Slovin formula was used to determine the sample size, resulting in a sample of 48 employees. Data were collected through questionnaires and interviews in April 2024.

The research methodology is quantitative, utilizing an associative approach to explore the relationships between perceived organizational support (POS), social support (SS), organizational commitment (OC), and employee performance (EP). Perceived organizational support is measured using three indicators: organizational support (Eisenberger et al., 2020), supervisor support (Rhoades et al., 2001), and co-worker support (Puah et al., 2016). Social support is assessed with three indicators from Baruch-Feldman et al. (2002): family support, co-worker social support, and supervisor social support. Organizational commitment is evaluated using three indicators from Allen and Meyer (1991): affective commitment, continuance commitment, and normative commitment. The sampling technique employed was the Slovin formula, resulting in a sample of 84 employees from the Regional Secretariat of Southeast Sulawesi Province, selected using cluster proportional sampling. Data collection methods included questionnaires and interviews. The questionnaire comprised two sections: the first gathered demographic information (such as age, gender, length of service, and education), and the second included 65 items for each variable. Responses were measured on a 5-point Likert scale to gauge the level of agreement with each statement.

This research utilizes descriptive statistical analysis and Partial Least Squares (PLS) analysis. Descriptive analysis interprets respondents' perceptions and the frequency distribution of their responses. The empirical research model was tested using SmartPLS.

4. DATA ANALYSIS AND DISCUSSION

4.1. Characteristic of Respondent

The respondents in this study were employees of the Regional Secretariat of Southeast Sulawesi Province. As exhibited in Table 1, among the 84 respondents, 54.8% were male and 45.2% were female. The largest age group was 20 to 30 years old, comprising 34.5% of the respondents, followed by 29.8% aged 41 to 50 years, and 28.6% aged 31 to 40 years. The remaining respondents were 50 years or older. Regarding educational attainment, 70.2% held undergraduate degrees. Additionally, the majority of respondents had been employed for 1 to 10 years (46.4%), while 41.7% had worked for 11 to 20 years.

Table 1. Characteristics respondents

No	Respondents	Detail	Frequency	Percentage (%)
1	Age (years)	20-30	29	34.5
		31-40	24	28.6
		41-50	25	29.8
		51-58	6	7.1
2	Gender	Amount	84	100
		Male	46	54.8
		Female	38	45.2
		Amount	84	100
3	Years of Service (Years)	1 – 10	39	46.4
		11 – 20	35	41.7
		21 – 30	10	11.9
		Amount	84	100
4	Education	Senior High School	5	6.0
		Bachelor	59	70.2
		Master	20	23.8
		Amount	84	100

Table 2. Reliability, discriminant validity, and factor loadings

Variables	Item	α	CR	Discriminant validity				Loadings
				POS	SS	OC	EP	
Perceived Organizational support (POS)	POS-1	0.799	0.870	-	-	-		0.830
	POS-2							0.873
	POS-3							0.788
Social support (SS)	SS-1	0.934	0.958	0.714	-	-		0.906
	SS-2							0.957
	SS-3							0.955
Organizational commitment (OC)	OC-1	0.810	0.886	0.542	0.627	-		0.863
	OC-2							0.856
	OC-3							0.827
Employee performance (EP)	EP-1	0.729	0.851	0.669	0.754	0.863	-	0.930
	EP-2							0.937
	EP-3							0.514

Table 3. Average variance extracted (AVE)

Latent Variable	Average Variance Extracted (AVE)
Perceived organizational support	0.690
Social support	0.883
Organizational commitment	0.721
Employee performance	0.669

4.2. Research Variable Description

Based on the research results, the description of each variable is as follows: The average score for respondents' perception of perceived organizational support is 3.82, social support has an average rating of 3.75, organizational commitment has an average score of 3.63, and employee performance has a mean score of 3.75. Therefore, it can be concluded that respondents' perceptions of the variables studied fall into the "good" category.

4.3. Reliability and Validity

Using SmartPLS software, the analysis indicates that the Cronbach's alpha and composite reliability values for each construct range from 0.70 to 0.90. Hair et al. (2018) state these values are considered highly reliable and acceptable. Consequently, the constructs in the research model demonstrate a good level of reliability.

Additionally, convergent validity is evaluated using the average variance extracted (AVE), which ranges from 0.60 to 0.80. This confirms that all indicators are valid, as they exceed the minimum threshold value of 0.5. The AVE results are presented in Table 3. Table 3 shows that each variable's AVE value surpasses 0.5.

4.4. Outer Loadings

According to Hair et al. (2018), dimensions are generally considered valid when their loading values exceed 0.70. However, loading factor values between 0.50 and 0.60 can still be acceptable at a significance level of 0.05. The highest loading value indicates that the corresponding item is the strongest or most significant measure of the latent variable. Based on the analysis results presented in Table 2, the indicator "supervisor support" is the most significant in reflecting perceived organizational support, as evidenced by an outer loading estimate of 0.873. For social support, the "social co-worker support" indicator has the highest loading at 0.957. In terms of organizational commitment, "affective commitment" is the most important indicator, with an outer loading estimate of 0.863. Regarding employee performance variables, the "contextual performance" indicator is the strongest, with an outer loading estimate of 0.938.

4.5. Structural Model

This research applies Structural Equation Modeling (SEM) to establish causal relationships among perceived organizational support (POS), social support (SS), organizational commitment (OC), and employee performance (EP). In PLS, the R^2 value was assessed to measure the influence of latent variables. The PLS-SEM analysis revealed that the R^2 values for the endogenous variables OC and EP were 0.412 and 0.673, respectively (see Figure 2). This indicates that POS, SS, and OC can explain 67.3% of the variance in EP. Additionally, 41.2% of the variance in OC can be explained by POS and SS. Table 3 presents the direct and indirect effects of R^2 and Adjusted R^2 on the endogenous variables. The analysis results in Table 2 indicate no significant positive relationship between POS and OC ($\beta = 0.19$, $p > 0.05$), leading to the rejection of hypothesis H1. Conversely, a significant direct positive relationship between SS and OC was found ($p < 0.05$), supporting hypothesis H2. Furthermore, both POS and SS have positive and significant effects on EP ($p < 0.05$), supporting hypotheses H3 and H4. Our findings also confirm that OC has a significant positive impact on EP, thus accepting hypothesis H5. Regarding mediation, the indirect effect of POS is significant ($p < 0.05$), while SS has an insignificant effect ($p > 0.05$). This supports hypothesis H6 but not H7. The overall significance of each hypothesis is detailed in Table 4.

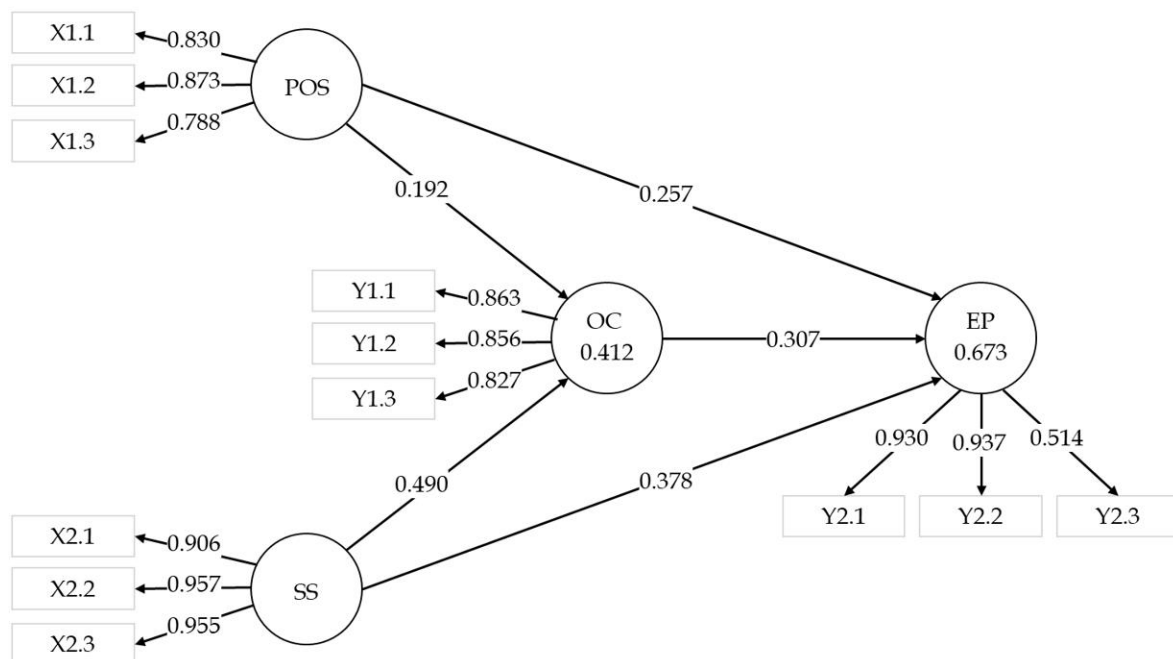


Figure 2. Structural model from PLS-SEM analysis

Table 4. Results of hypothesis testing with R^2 and adjusted R^2

Hypotheses	Path	Path coefficient	<i>t</i> statistic	<i>p</i> -value	Results	<i>R</i> -square	Adjusted R^2
H1	POS → OC	0.192	1.261	0.208	Rejected	OC= 0.412	OC = 0.397
H2	SS → OC	0.490	3.590	0.000	Accepted		
H3	POS → EP	0.257	2.234	0.026	Accepted	EP= 0.673	EP= 0.661
H4	SS → EP	0.378	2.979	0.003	Accepted		
H5	OC → EP	0.307	2.495	0.013	Accepted		
H6	OC → POS → OC → EP	0.059	1.004	0.316	Rejected		
H7	SS → OC → EP	0.150	2.033	0.043	Accepted		

Notes: POS= Perceived Organizational Support, SS= Social Support, OC= Organizational Commitment, EP= Employee Performance

4.6. Partial Least Square (PLS) Analysis

The results of the PLS analysis can be obtained by evaluating structural equation models. In SmartPLS analysis, two fundamental steps are involved. First, the measurement model is assessed to determine the validity and reliability of the indicators that measure the latent variables. The validity and reliability tests in this study focus on discriminant validity, convergent validity, and composite reliability. Second, the inner model is evaluated to examine the relationships between constructs, including the significance of these relationships and the *R*-square values of the study model. Inner model testing in PLS analysis is conducted using bootstrapping resampling.

4.7. Goodness of Fit Model

The structural model was evaluated by examining the Q^2 predictive relevance value, which assesses how well the observed values are predicted by the model based on the determination coefficients of all endogenous variables. According to the calculations in Table 2, the *R*-square values are 0.412 for organizational commitment (OC) and 0.673 for employee performance (EP). The model's validity is tested using the total determination coefficient (Q^2), which measures how well the model and its estimated parameters predict the observed values (Hair et al., 2018). A Q^2 value greater than 0 indicates that the model has predictive relevance. To calculate the Q -square value, use the following formula:

$$\begin{aligned}
 Q^2 &= 1 - (1 - R^2_1) 1 - (1 - R^2_2) = 1 \{ (1 - 0,412) (1 - 0,673) \} \\
 &= 0,598 \times 0,327 \\
 &= 1 - 0,195 \\
 &= 0,805
 \end{aligned}$$

Based on the calculations, the predictive relevance value (Q^2) is 0.805. This indicates that the model can explain 80.5% of the variance in the variables POS, SS, OC, and EP, while the remaining 19.5% is accounted for by other variables not included in this study. Thus, the model demonstrates a high level of predictive accuracy, as it approaches a value of 1. The discussion of this study's results integrates data analysis with theoretical frameworks, previous research findings, and empirical observations related to the study's subjects. This approach is used to verify the study's results, either supporting or challenging the theories or findings from prior studies referenced in this research. The discussion of hypotheses and path coefficients aims to address the study's objectives and research questions. Additionally, the discussion includes an analysis of respondent characteristics, descriptions of research variables (mean values), an examination of the measurement models (loading estimates), and an evaluation of path coefficients and hypothesis testing results. The measurement model discussion focuses on the factor loading estimation coefficients, as all latent variables measured are reflective.

4.8. The Influence of Perceived Organizational Support on Organizational Commitment

The study found that perceived organizational support (POS) did not have a significant effect on organizational commitment (OC). This suggests that elements of POS, such as organizational support, supervisor support, and co-worker support, do not substantially enhance organizational commitment. Therefore, to foster OC through POS, organizations should focus more on individual employees to help them develop an emotional attachment to their workplace. Essentially, strong POS within an organization should lead to increased OC (Wayne, 1997). These findings are consistent with Asrunputri's study (2018), which also concluded that POS does not significantly impact OC.

4.9. The Influence of Social Support on Organizational Commitment

The results of testing the influence of social support (SS) on organizational commitment (OC) were significant. This indicates that greater social support leads to higher organizational commitment. Colquitt et al. (2015) explained that social support can enhance the likelihood of employees feeling connected to their jobs. The findings of this study align with research by Lee (2018), Novitasari et al. (2021), and Ariany et al. (2022), all of which demonstrated that SS has a positive and significant impact on OC.

4.10. The Influence of Perceived Organizational Support on Employee Performance

The results of this study indicate that perceived organizational support (POS) has a positive and significant effect on employee performance (EP) at the Regional Secretariat of Southeast Sulawesi Province. This suggests that enhanced POS leads to a significant improvement in EP. These findings support the views of Eisenberger (2002), Riggle et al. (2009), Chiang & Hsieh (2012), and Boateng (2014), who argue that when employees feel well-supported by their organization, they are more likely to integrate their identity with the organization and develop a more positive relationship and perception of it. Additionally, this study's findings align with those of Pratiwi & Muzakki (2021), Weny et al. (2021), Widarni & Prabowo (2022), Li et al. (2022), Aini et al. (2022), and Muji & Ratnawati (2023), all of which demonstrated that POS significantly influences EP.

4.11. The Influence of Social Support on Employee Performance

The results of this study demonstrate that social support (SS) has a positive and significant effect on employee performance (EP). In other words, strong social support can enhance employee performance. Gerstner & Day (1997), citing Baruch-Feldman et al. (2002), emphasized the importance of social support in the workplace, particularly regarding supervisors' assessments of employee performance. Support from colleagues can act as a protective buffer, helping employees manage stress and workplace demands, and providing assistance with problems before they become overwhelming (Dignam et al., 1986; Kurtz, 2008). These findings are consistent with research by Sitepu (2018), Darmanto & Ariyanti (2021), and Vuong, Tushar, & Hossain (2022), which also suggest that SS has a positive and significant impact on EP.

4.12. The Influence of Organizational Commitment on Employee Performance

Based on the results of this study, organizational commitment has a positive and significant effect on employee performance at the Regional Secretariat of Southeast Sulawesi Province. These findings suggest that high organizational commitment significantly enhances employee performance. Commitment is a psychological behavior that motivates individuals to act in ways that align with organizational goals or reflect a member's relationship with the organization, influencing their decision to remain a member (Allen and Meyer, 1991; Hellriegel et al., 2004). This study supports the research conducted by Dong et al. (2019), Silaban, Handaru, and Saptono (2021), and Amri and Ramadhi (2021).

Furthermore, the results indicate that organizational commitment does not mediate the influence of perceived organizational support. The findings suggest that enhancing perceived organizational support, particularly in terms of family support, is crucial for increasing workplace comfort. For employees, increased family support can create a more comfortable work environment, while for organizations, it can help retain employees. These findings contradict those of Aini et al. (2022), which indicate that emotional commitment mediates the influence of perceived organizational support on employee performance.

Finally, the results demonstrate that organizational commitment partially mediates the impact of social support on employee performance. This research aligns with the social exchange theory, which in-

volves trust and is based on the principle of reciprocity (Afrianty, Burgess, & Issa, 2015). The study corroborates the findings of Vuong, Tushar, and Hossain (2022), which show that organizational commitment mediates the impact of social support on employee performance. However, some research findings, such as those by Zulfa (2021), contradict these results.

5. CONCLUSION, IMPLICATION, SUGGESTION, AND LIMITATIONS

The perceived organizational support does not significantly influence organizational commitment at the Regional Secretariat of Southeast Sulawesi Province. This indicates that perceived organizational support, as reflected through organizational, supervisor, and colleague support, does not substantially enhance organizational commitment. Consequently, this finding contradicts the theoretical framework proposed in this study. In contrast, social support has a positive and significant effect on the organizational commitment of employees at the Regional Secretariat. This demonstrates that high levels of social support contribute significantly to increased organizational commitment, as evidenced by affective, continuance, and normative commitment.

Perceived organizational support positively and significantly affects employee performance at the Regional Secretariat of Southeast Sulawesi Province. This suggests that increased perceived organizational support, reflected through organizational, supervisor, and colleague support, significantly enhances employee performance. Similarly, social support positively and significantly impacts employee performance. This means that social support, reflected through family, colleague, and supervisor support, significantly improves employee performance. Organizational commitment also positively and significantly affects employee performance. This implies that stronger employee commitment, reflected in affective, continuance, and normative commitment, leads to better performance, as indicated by task performance, contextual performance, and reduced counterproductive work behavior.

The findings also reveal that organizational commitment does not mediate the relationship between perceived organizational support and employee performance, which is inconsistent with previous research. However, in the relationship between social support and employee performance, organizational commitment serves as a partial mediator. This indicates that increased organizational commitment, significantly influenced by social support, contributes meaningfully to improved employee performance, while social support directly enhances performance.

The study's limitations include a narrow focus on the social support variable, resulting in limited references and supporting literature. This research only examines perceived organizational support and social support as factors affecting employee performance, mediated by organizational commitment. Future research could consider additional variables influencing performance, such as work motivation, job satisfaction, and leadership, both as independent and mediating variables. Furthermore, employee performance is measured using indicators developed by Koopmans, namely task performance, contextual performance, and counterproductive work behavior. The study's results might differ if performance were measured using other indicators, such as work performance, expertise, behavior, or leadership, and more complex variables.

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Appendix 1. Questionnaire**Perceived Organizational Support**

1. Organizational Support
 - Every contribution I make to the achievement of the goals of the work unit is highly appreciated.
 - My work unit is very attentive to my values and goals in work.
 - Help from the organization is always available when I encounter task problems.
 - The organization cares deeply about my well-being.
 - The organization always gives the best tasks to the best of my ability.
 - The organization always cares about my satisfaction at work.
 - The organization is always proud of the achievements of my work.
 - The organization will forgive every person's mistakes as long as they are honest.
 - The organization always supports the implementation of tasks according to my best abilities.
 - The organization always pays attention to my opinion.
2. Leadership Support
 - The leadership pays attention to my opinion.
 - The leader cares about my well-being.
 - Leadership pays attention to my personal values and goals.
3. Coworker Support
 - A coworker pays attention to me.
 - Colleagues care about my occupational health and safety.
 - Colleagues remind each other to work comfortably.
 - Co-workers help in completing my work.
 - Colleagues give useful advice on work issues.
 - A colleague takes over my duties when I feel tired.

Social Support

1. Family Support
 - When there is a problem at work, I can talk about it with my family.
 - My family cares about how I feel about my job.
 - My family helped ease the burden of my thoughts and feelings when I had problems at work.
 - My family is interested and proud when I produce something good at work.
2. Social Co-worker Support
 - Colleagues care about me.
 - Colleagues are competent in doing their jobs.
 - Colleagues pay attention to them personally.
 - I never felt any hostility and conflict towards my colleagues.
 - My colleagues are friendly.
 - Colleagues encourage each other to cooperate.
 - Colleagues help me get my work done.
3. Social Supervisor Support
 - The boss pays attention to the welfare of the subordinates.
 - My boss pays attention to what I say.
 - My boss never created hostility or conflict against me.
 - My boss helps me when there is a problem in my job.
 - The boss creates an atmosphere of cooperation among his subordinates.
 - My boss gives me compliments when I do something well.

- Superiors never criticize subordinates for trivial things.
- My boss supports me if there is a problem.
- My boss cares about me.
- My boss appreciates me.

Organizational Commitment

1. Affective Commitment

- I am happy to spend my career in this organization.
- I am proud to discuss my organization with outsiders.
- I feel that this organizational problem means my problem.
- For me, it's easy to move to another organization if the opportunity arises.
- I never thought that this agency was like a family.
- I don't feel any emotional attraction to this agency.
- This organization has a very meaningful meaning for me.
- It doesn't look like I'm going to work for long on this organization.

2. Continuous Commitment

- I am not worried if I have to move to another organization.
- It was very hard for me to leave this organization.
- My life will not be calm when I have to leave this agency.
- It wasn't too expensive for me to leave this organization.
- Staying with this organization meant that my needs could be met.
- It seems like I have no choice to leave this organization.
- One of the serious problems when I was about to leave this organization was that it was difficult to get an organization as good as it is today.
- The reason for staying with this organization is because no other organization can provide the benefits that I get at this point.

3. Normative Commitment

- Moving from one agency to another is an unnatural thing in my opinion.
- I don't believe that someone will stay forever at a particular organization.
- Moving from one organization to another is something natural.
- Loyalty, moral attachment and feeling indebted are the reasons why I stayed working for this organization.
- I won't move to another organization even if I'm offered a better assignment or position.
- I believe in many of the values I have in this organization, so I have to stay loyal.
- This organization is the best place to pursue a career.
- I don't think that I will stay forever working for this organization.

Employee Performance

1. Task Performance

- I put together a task plan, so I can work on time.
- My task plan can be optimally achieved.
- I was thinking about how to complete the task.
- I separate important issues at work from problems outside of work.
- I complete the task with minimal time and effort.
- Collaborate with colleagues more productively.

2. Contextual Performance

- I hope and am willing to accept the additional responsibility of the task.

- I only carry out new tasks after the previous task has been completed.
 - If available, I would like more challenging tasks.
 - I develop knowledge with respect to the task.
 - I develop skills with respect to assignments.
 - I find creative solutions when there is a new problem.
 - I am looking for new challenges in my duties.
 - I'm active in every meeting.
3. Counterproductive Behavior
- I protest things that are not important at work.
 - I make more big problems when my coworkers are at work.
 - I only pay attention to the negative work situation, ignoring the positive aspects.
 - I talk to my colleagues about the negative things about my job.
 - I talk to others outside the organization about the negative aspects of the task.

Appendix 2. Validity test

Variable	Dimension	Item	Correlation Coeficient (r)	Result
Perceived Organizational Support	Organizational Support (X1.1)	X1.1.1	0.778	Valid
		X1.1.2	0.904	
		X1.1.3	0.722	
		X1.1.4	0.900	
		X1.1.5	0.848	
		X1.1.6	0.849	
		X1.1.7	0.850	
		X1.1.8	0.923	
		X1.1.9	0.899	
		X1.1.10	0.819	
	Leadership Support (X1.2)	X1.2.1	0.902	
		X1.2.2	0.938	
		X1.2.3	0.948	
		X1.2.4	0.948	
	Coworker Support (X1.3)	X1.3.1	0.936	
		X1.3.2	0.951	
		X1.3.3	0.949	
		X1.3.4	0.914	
		X1.3.5	0.950	
		X1.3.6	0.803	
Social Support	Family Support (X2.1)	X2.1.1	0.693	Valid
		X2.1.2	0.917	
		X2.1.3	0.847	
		X2.1.4	0.840	
	Social Co-worker Support (X2.2)	X2.2.1	0.742	
		X2.2.2	0.885	
		X2.2.3	0.893	
		X2.2.4	0.808	
		X2.2.5	0.853	
		X2.2.6	0.923	
		X2.2.7	0.815	
	Social Supervisor Support (X2.3)	X2.3.1	0.863	
		X2.3.2	0.855	
		X2.3.3	0.789	
		X2.3.4	0.947	
		X2.3.5	0.943	

Variable	Dimension	Item	Correlation Coeficient (r)	Result
Organizational Commitment	Affective Commitment (Y1.1)	X2.3.6	0.955	Valid
		X2.3.7	0.743	
		X2.3.8	0.915	
		X2.3.9	0.925	
		X2.3.10	0.957	
		Y1.1.1	0.717	
		Y1.1.2	0.685	
		Y1.1.3	0.670	
		Y1.1.4	0.531	
		Y1.1.5	0.775	
		Y1.1.6	0.742	
		Y1.1.7	0.704	
		Y1.1.8	0.779	
		Y1.2.1	0.438*	
		Y1.2.2	0.670	
	Continuous Commitment (Y1.2)	Y1.2.3	0.823	
		Y1.2.4	0.712	
		Y1.2.5	0.819	
		Y1.2.6	0.851	
		Y1.2.7	0.841	
		Y1.2.8	0.577	
	Normative Commitment (Y1.3)	Y1.3.1	0.325	
		Y1.3.2	0.670	
		Y1.3.3	0.610	
		Y1.3.4	0.747	
		Y1.3.5	0.607	
		Y1.3.6	0.841	
		Y1.3.7	0.865	
		Y1.3.8	0.517	
Employee Performance	Task Performance (Y2.1)	Y2.1.1	0.899	Valid
		Y2.1.2	0.929	
		Y2.1.3	0.919	
		Y2.1.4	0.947	
		Y2.1.5	0.860	
	Contextual Performance (Y2.2)	Y2.1.6	0.912	Valid
		Y2.2.1	0.774	
		Y2.2.2	0.853	
		Y2.2.3	0.818	

Variable	Dimension	Item	Correlation Coeficient (r)	Result
		Y2.2.4	0.862	
		Y2.2.5	0.892	
		Y2.2.6	0.896	
		Y2.2.7	0.867	
		Y2.2.8	0.758	
		Y2.3.1	0.491	
		Y2.3.2	0.861	
	Counterproductive Behavior (Y2.3)	Y2.3.3	0.930	
		Y2.3.4	0.930	
		Y2.3.5	0.930	

Appendix 3. Reliability test

No	Variable	Cronbach's Alpha	Result
1	Perceived Organizational Support	0,955	Reliable
2	Social Support	0,972	Reliable
3	Organizational Commitment	0,934	Reliable
4	Employee Performance	0,959	Reliable