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## The Influence of Perceived Organizational Support and Work Environment on Organizational Commitment at Public Service

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### Abstract

*The general objective of this research is to analyze the direct effect of perceived organizational support (POS), work environment, and human resource management practice on organizational commitment and to analyze the effect of perceived organizational support (POS) and work environment on organizational commitment through mediation of human resource management practice, while specific objectives to identify and construct models of human resource management practice in organizational management. The research process was carried out in stages: 1) mapping the potential of human resources, 2) identifying the process of human resource management practice, through the implementation of the POAC management function, 3) compiling indicators and constructing research instruments, 4) evaluating and validating experts related to research instruments, 5) Distributing instruments and data collection which involving 70 District staff, 6) Data processing and data analysis using Smart PLS .3.0 software. The results of the study show that: 1) perceived organizational support and work environment have a significant positive effect on human resource management practice and organizational commitment, 2) human resource management practice has a positive effect on organizational commitment, 3) human resource management practice has no significant effect to mediate the relationship perceived organizational support and work environment on organizational commitment.*

**Keywords:** *Perceived Organizational Support; Human Resource Management Practice; Organizational Commitment; PLS.*

### Introduction

Human resource management practice on public service agencies in its application is still low. The low implementation of HRM practices, based on the results of a survey by the Indonesian Ombudsman in 39 ministries/agencies, 34 provinces and 514 regencies/cities, again shows the bad face of public services, especially at the provincial/district level. The problem is still repetitive, starting with matters of service standard compliance, information transparency, responsiveness, and service innovation.(Alimansyah, 2022). Based on this phenomenon, public service agencies need to accelerate HRM practice and adapt digital-based public service models in order to maintain

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employee safety (Turner et al., 2021). Development HRM practices in the era of the industrial revolution 4.0, there is a shift from a manual system to a digital system, especially in terms of processes employee turnover,(Ozolina-Ozola, 2014).Based on the results of observations made in The community service office in Bulukumpa Regency in terms of public services such as obtaining KK, E-KTP, IMB, and Birth Certificates found related phenomena: 1) Service SOPs had not been implemented properly, 2) Public services are slow, 3) the competence of service officers is still low, 4) human relations staff are still low, and 5) Digital-based service facilities are not yet sufficiently available. This phenomenon shows that public services in public service offices have not been implemented properly which can reflect good government.The impact of this phenomenon shows that organizational commitment staff and HRM practices have not been consistently carried out in carrying out the task (Goetz & Wald, 2022). So that in this study offered the concept perceived organizational support (POS) and work environment which can be leveraged in creating a harmonious organizational climate in supporting quality public services.Importance POS in support HRM practice and organizational commitment, supported by research results (August, 2020);(Ketut Metrial, 2018), and(Zomorrodian, 2014)who found that POS has a significant effect on affective commitment. These results are strengthened by research(Abdun Syakir, 2019), that organizational commitment can mediate the effect of organizational support on Organizational Citizenship Behavior. Likewise research results(Garg & Dhar, 2014), explains that employee organizational commitment will grow if supported by sufficient POS. While research related to the effect of the work environment was carried out by (Amir Subagyo, 2014).

Based onresearch gap then the novelty of this research lies in the object, where some of the previous research which was used as a reference was mostly carried out in industrial companies that are oriented to profit motives while this research was conducted in public service agencies that are more service-oriented.

## **Literature Review**

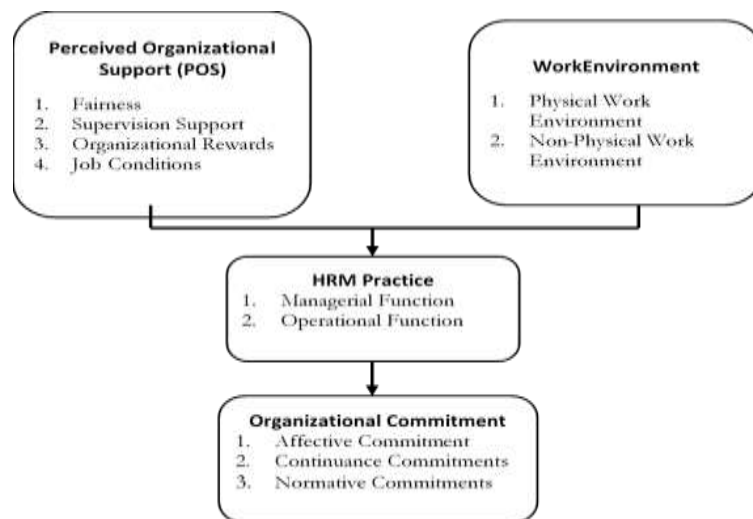
The industrial revolution 4.0 and society 5.0 became a milestone in changes in human resource management (HRM) practices carried out by organizations in managing their own resources, both tangible resources and intangible resources. Digital transformation in human resource management (HRM) practice is increasingly visible in organizational management during the Covid-19 pandemic era,(Donald & Ashleigh, 2022). This finding confirms that technology and human capital development are an integral part that mutually support each otherhuman resource management (HRM) practices digital based.The admitted human capitalas an intangible asset of the organization, is a new era in understanding and treating humans as a long-term organizational asset, so that they are no longer seen as mere factors of production,(PSAK No. 19 Concerning Intangible Assets, nd). Because humans are considered as intangible resources, organizations are required to invest in the development of employee intellectual capital,(Motshwane & van Niekerk, 2022). Johanson et.al, 1999,(Jusriadi, Edi; Syafaruddin, 2021)states that technology-based competitiveness is only temporary, while competitive advantage depends on the development of intellectual capital the

human capital and the ability of organizations to create added value (Lev, 2001; Sveiby, 2001; Hurwitz et al 2002).

Study of organizational resources in Resource-based theory (RBT) from Wernerfelt (1984) and Barney (1991), classify organizational resources into two parts, namely: tangible resources and intangible resources. In Resource-based-theory (RBT) making these two resources a determinant in creating an organization's competitive advantage. Some previous research placed tangible resources as the sole determinant in measuring organizational performance, but the development of firm resources research since 2000 has begun to be directed towards the application of human resource management (HRM) practices that are intangible resources which are believed to be potential resources that can be developed to answer challenges. the era of the industrial revolution 4.0 and society 5.0. (Jusriadi, Edi; Syafaruddin, 2021); (Sen, 2014); (Spahic, 2014); and (Chien, 2013). The acknowledgment of intellectual capital as a long-term asset of an organization raises a debate among experts whether or not intellectual capital can be used as a measure of performance. Then (Swanson, 2021) and (Swanson, 2009), provides an alternative measurement of intellectual capital by looking at the characteristics of intellectual capital the human capital, namely: 1) competency level, 2) organizational commitment and 3) job control.

This research focuses on the role of human resource management (HRM) practice in organizational management, so that in supporting the resource-based theory (RBT), the human capital theory is needed as a middle theory that focuses on developing the human capital's intellectual capital. Development of intellectual capital, can be done through an organizational learning process in the form of training and development, (Naidah, 2022). Training and development in view of systems theory can function as leverage or as a process that can improve performance, Sengge, 1990 in (Jusriadi, Edi, 2019). Human resource development is generally carried out through the process of: 1) formal education in the form of advanced studies, which aims to improve intellectual intelligence (IQ); 2) non-formal education in the form of skills development, through training, seminars, workshops, and TOT, which aims to improve emotional intelligence (EQ); and 3) value education in the form of religious and social spiritual activities, which aim to increase spiritual intelligence (SQ). Research result (Martinescu et al., 2022) found that low levels of knowledge, skills and experience were the triggers for the emergence of a depressive state of EU citizens after the Brexit referendum. This means that the development of human resource competencies, both hard and soft, is an investment in creating competitive advantage. Human resource management (HRM) practice aims to improve hard competences as well as the sub-district staff's soft competence in increasing Organizational Commitment. So to support the role of human resource management (HRM) practice in organizational management, it requires perceived organizational support (POS) and a harmonious work environment in the work environment. Human resource management (HRM) practice related to the implementation of the human resource management function with indicators of managerial functions related to the implementation of Management functions (POAC) at the top manager level and operational functions related to HR procurement, HR

development, HR empowerment at the middle manager level and low manager,(Jusriadi et al., 2018). Human Resource Management(HRM) can be described as a strategic, integrated and coherent approach to the work, development and well-being of people working in organizations (Contents, 2020). Perceived Organizational Support (POS) is defined as the sensitivity and opinions of employees regarding the extent to which their involvement is valued and recognized by the organization. POS shows that individuals perceive their organization to be supportive when rewards are considered fairly, employees have a voice in decision making, and their supervision is perceived as supportive. POS can be measured from the aspects of Fairness, Supervision Support, organizational rewards and job conditions,(Krishnan & Mary, 2019). Work Environment is everything that is around the workers that can affect the workers themselves in carrying out their duties, Alex S. Nitisemito in(George R Terry, 2006). Meanwhile according to (Sedarmayanti, 2018), the work environment can be interpreted as the forces that influence, either directly or indirectly on organizational performance. The work environment is one of the causes of success in carrying out a job but can also cause a failure in carrying out a job. Because the work environment can affect workers, especially the work environment which is psychological in nature while the influence itself can be positive and can also have a negative effect. According to physical work environment indicators(Tine Yuliantini, 2018), including: work atmosphere, facilities. While the indicators of non-physical work environment according to Budi W. Soetjipto (2008) in(Robbins, P. Stephen and judge, 2008), harmonious relationship with colleagues, good relationship with superiors, opportunities for advancement, and security at work.Organizational commitment associated with identification and involvement of a person who is relatively strong in the organization, which can be measured from indicators: affective commitment, continuance commitment, normative commitment,(Sopiah, 2008). The research framework is prepared based on theoretical studies and supporting research gaps which can be explained in the following figure:



## Research Methodology

This study uses a quantitative approach using a survey research method on 70 public service office staff in Bulukumba Regency, South Sulawesi Province, Indonesia as research respondents. Determination of the sample in this study using a saturated sample. Types and sources of data using primary data obtained from the results of the questionnaire. In addition to providing questionnaires, data and information collection were also obtained from in-depth interviews and Focus Group Discussions (FGD) to complete statistical data. The data analysis technique used in this study is the verification technique. Verification analysis in this study uses statistical testing tools, namely by testing structural equations based on variance with the partial least squares (PLS) method using Smart PLS v.3.0 software

## Analysis and Results

This research was conducted at the Community Service Office in Bulukumba District, South Sulawesi Province by taking samples from six District Offices, namely: District Bulukumba, Rilau Ale, Kindang, Kajang, Ujung Bulu, and Ujung Loe, with a total staff of 75 people. In the process of collecting data from 75 questionnaires distributed, only 70 met the requirements for processing. The stages of discussing the results of the research can be described as follows:

### *a. Geographic Potential, Region, and Human Resources*

Geographically, Bulukumba Regency has an area of 1,154.67 km<sup>2</sup> with a population of 394,757 people spread across 10 sub-districts, 24 sub-districts and 123 villages. In terms of service, it has not been maximized because out of 394,757 people in Bulukumba Regency, only 75 staff serve it every day.

### *b. Characteristics of Respondents*

Respondent characteristics describe gender, age, education level of District Office staff in Bulukumba Regency. Based on the results of data processing, it shows that from the aspect of gender, the dominant male respondents were 57%, with an age level of 20-30 years, and a working period of 1-5 years. Respondents in this study were all civil servants, with structural positions of 79% and an average education level of a master's degree (S2) of 57%. This means that the sub-district office staff in Bulukumba Regency are still very productive because in terms of age they are still relatively young and have a good level of education, 57% of whom are strata two (S2).

### *c. Outer Model Evaluation*

Convergent validity is part of the measurement model which in SEM-PLS is usually referred to as the outer model, while in covariance-based SEM it is called confirmatory factor analysis (CFA) (Mahfud and Ratmono, 2013:64). There are two criteria for assessing whether the outer model meets the convergent validity requirements for reflective constructs, namely (1) loading above 0.7

and (2) significant p-value ( $<0.05$ ) (Hair et al. in Mahfud and Ratmono, 2013: 65). However, in some cases, loading requirements above 0.7 are often not met, especially for newly developed questionnaires. Therefore, loading between 0.40-0.70 must still be considered to be maintained (Mahfud and Ratmono, 2013:66).

The results of testing the validity of the instrument based on the leading factor can be described in the following figure:

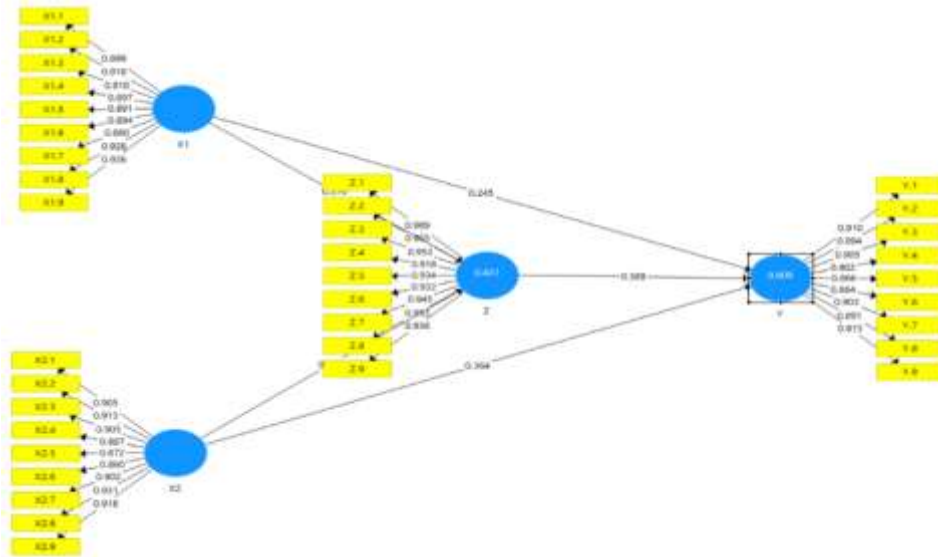


Figure 1. Validity Testing based on Factor Loading

Based on testing the validity of the loading factor shows a value of  $> 0.4$ , which means it meets the validity requirements based on the loading value. Furthermore, validity testing is carried out based on the average variance extracted (AVE) value, as follows:

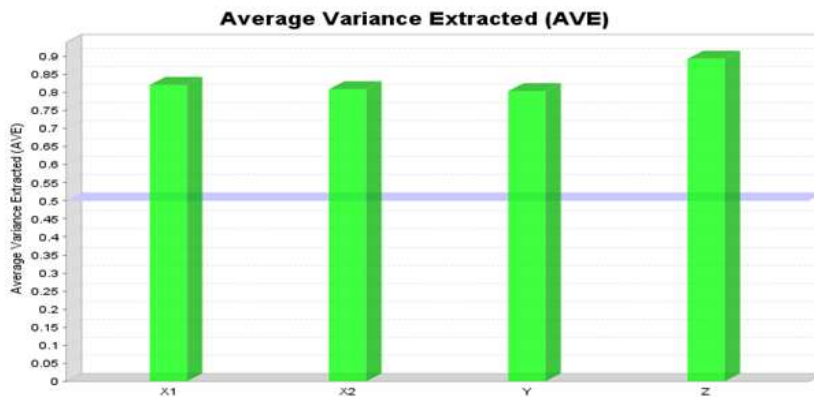


Figure 2. Validity Test based on AVE

The recommended AVE value is above 0.5 (Mahfud and Ratmono, 2013:67). Based on the results of data processing, it shows the AVE value X1:0.821, X2: 0.809, Z: 0.893, Y: 0.804, this value > 0.5, which means that it meets the validity requirements based on AVE. Furthermore, reliability testing is carried out based on the composite reliability (CR) value.

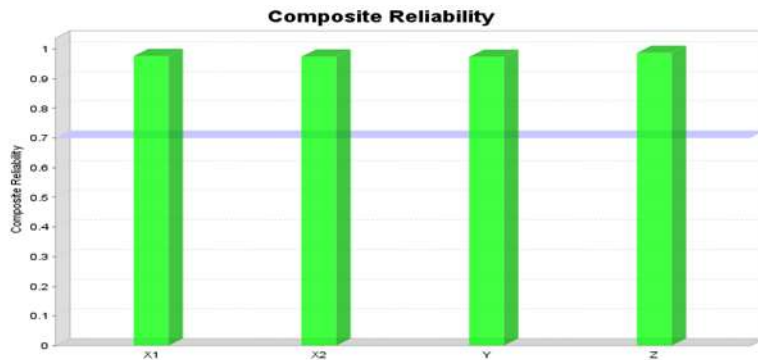


Figure 3. Composite Reliability (CR)

The recommended CR value is above 0.7 (Mahfud and Ratmono, 2013:67). Based on the results of data processing, it shows the value of CR X1:0.976, X2: 0.974, Z: 0.987, Y: 0.974, this values shows that all values CR > 0.7, which means that it meets the reliability requirements based on CR. Furthermore, reliability testing was carried out based on the Cronbach's alpha (CA) value.

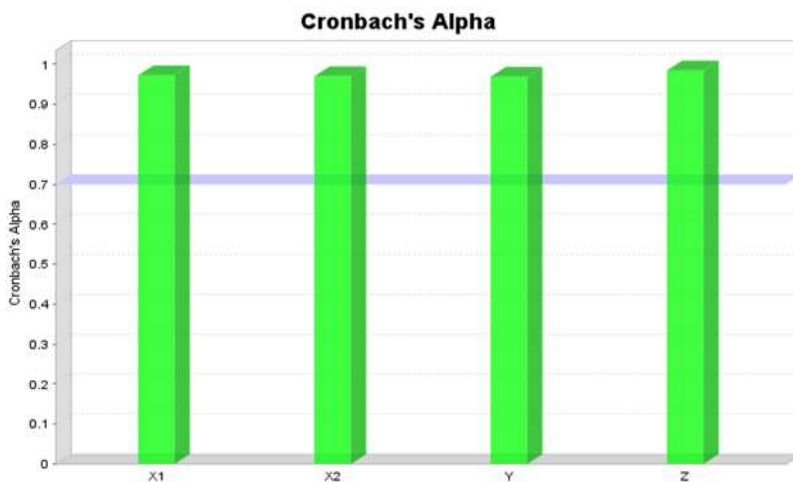


Figure 4. Cronbach's Alpha (CA)

The recommended CA value is above 0.7 (Mahfud and Ratmono, 2013:67). Based on the results of CA value data processing X1:0.973, X2: 0.970, Z: 0.985, and Y: 0.969, this shows that all CA values > 0.7, which means that they meet the reliability requirements based on Cronbach's alpha. Then the discriminant validity test was carried out using the Fornell-Larcker approach as follows:

**Table 1.** Discriminant Validity Test

	<b>X1</b>	<b>X2</b>	<b>Y</b>	<b>Z</b>
<b>X1</b>	0.906	-	-	-
<b>X2</b>	0.253	0.899	-	-
<b>Y</b>	0.518	0.628	0.897	
<b>Z</b>	0.490	0.547	0.688	0.945

Source: Smart PLS Data Processing

In testing discriminant validity, the AVE square root value of a latent variable is compared with the correlation value between that latent variable and other latent variables. It is known that the AVE square root value for each latent variable is greater than the correlation value between the latent variable and other latent variables. So it is concluded that it meets the requirements of discriminant validity.

***Test Bootstrapping and Inner Model***

Test the significance of the variable Perceived Organizational Support and Work Environment, Human Resource Management Practice on Organizational Commitment based on hypothesis testing can be explained in the following table:

**Table 2.** Significance of Influence Test

No	Independent Variables	Dependent Variables	Control Variables	Original Sample (O)	Sample Means (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
<b>Direct Effects</b>								
1	Perceived Organizational Support	HRM-Practice	-	0.376	0.367	0.131	2,861	0.004
2	WorkEnvironment	HRM-Practice	-	0.452	0.458	0.142	3,189	0.002
3	Perceived Organizational Support	Organizational Commitment	-	0.245	0.247	0.185	1.322	0.187
4	WorkEnvironment	Organizational Commitment	-	0.364	0.364	0.166	2,194	0.029
5	HRM-Practice	Organizational Commitment		0.369	0.363	0.172	2.148	0.032
<b>Indirecteffects</b>								
6	Perceived Organizational Support	Organizational Commitment	HRM-Practice	0.139	0.130	0.080	1,731	0.084
7	WorkEnvironment	Organizational Commitment	HRM-Practice	0.167	0.167	0.101	1,645	0.101

Source: Smart PLS Data Processing



Based on the data in table 2, it shows that: First, perceived organizational support (POS) has a positive and significant effect on human resource management practice, with an original sample value of 0.376, and a P-Values value =  $0.004 < 0.05$ . This means that the more good perceived organizational support, then human resource management practice will also be implemented well. A high POS will be able to increase positive work behavior and reduce employee stress, (Canboy et al., 2022). (Xu et al., 2022) find that the Covid-19 pandemic has further exacerbated pressure and workload, so POS and psychological safety are needed to improve the work atmosphere.

Second workenvironment has a positive and significant effect on human resource management practice, with an original sample value of 0.452, and a P-Values =  $0.002 < 0.05$ . This means that the Work Environment has a positive impact on human resource management practice. Organizations must step outside traditional practices by designing new ways of working, they must create a work environment where employees enjoy what they do, feel purposeful, take pride in what they do, and can achieve organizational goals. This finding is in line with the results of research that the organizational work environment has an impact on employee performance, the study also revealed that employee performance will improve if there are problems identified and handled by Bushiri management, CP (2014).

Workenvironment in the organization must be taken seriously because it is a determinant of the success of the organization itself, the Work Environment includes all the physical features in the workplace that can promote effective work operations, the ability of workers to relate properly, interact effectively, and connect well with colleagues. The Work Environment can significantly determine and influence the work environment not only regarding the existence of equipment and types of machines but also the activities of the top level management of an organization, ethics and work environment principles. The work environment is also a process, system, structure, tool, or workplace condition that has a beneficial or unfavorable impact on individual performance Emmanuel, OO (2021).

Third, POS has a positive but not significant effect on organizational commitment, with an original sample value of 0.245, and a P-Values =  $0.187 > 0.05$ . This means that even though organizational support is high, it does not make employees committed to carrying out tasks. The results of this study contradict the results of the study (Arshadi, 2011) And (Arshadi & Hayavi, 2013), who found that the higher the POS, the organizational commitment of employees will also increase.

Fourth, work environment has a positive and significant effect on organizational commitment, with an original sample value of 0.364, and a P-Values =  $0.029 < 0.05$ . This finding is in line with the findings of Subagyo, A. (2014) that with a well-created work environment, the organizational commitment of an employee will be higher. Therefore, to continue to maintain good employee organizational commitment, work environment improvements must be carried out first

Fifth, Human resource management practice has a positive and significant effect on organizational commitment, with an original sample value of 0.369, and a P-Values =  $0.032 < 0.05$ . The result is

that by realizing good human resource management practice, it will increase organizational commitment for employees, the findings are in line with the findings that human resource management practice has a significant effect on organizational commitment and ultimately affects employee performance Aviantono, B. (2022).

Sixth, Human Resource Management Practice (Z) does not significantly mediate the relationship between Perceived Organizational Support (X1) and Organizational Commitment (Y), with P-Values = 0.084 > 0.05. The results of this study do not match the results of the study(Alqudah et al., 2022), who found that Human Resource Management Practice can mediate the relationship between Perceived Organizational Support (X1) and Organizational Commitment (Y).

Seventh Human Resource Management Practice (Z) does not significantly mediate the relationship between Work Environment (X2) and Organizational Commitment (Y), with P-Values = 0.101 > 0.05.

**Table 3** The coefficient of determination (R-Square)

Variable	R Square
Y	0.609
Z	0.431

Source: Smart PLS Data Processing

Based on the results in table 3, the R-Square value of organizational commitment (Y) is 0.609, which means perceived organizational support (X1), work environment (X2), human resource management practice (Z) is able to explain organizational commitment (Y) of 60.9%. The R-Square value of human resource management practice (Z) is 0.431, which means perceived organizational support (X1), work environment (X2), able to explain human resource management practice (Z) of 43.1%.

### Conclusion

The results showed: 1) perceived organizational support (POS) has a positive and significant effect on human resource management practice; 2) Work Environment has a positive and significant effect on human resource management practice; 3) POS has a positive but not significant effect on organizational commitment; 4) the work environment has a positive and significant effect on organizational commitment; 5) Human resource management practice has a positive and significant effect on organizational commitment; 6) Human Resource Management Practice (Z) does not significantly mediate the relationship between Perceived Organizational Support (X1) and Organizational Commitment (Y); and 7) Human Resource Management Practice (Z) does not significantly mediate the relationship between Work Environment (X2) and Organizational Commitment (Y). This shows that human resource management practice in the implementation of human resource management functions in the process of procurement, development and empowerment of human resources has not been implemented properly.

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