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From Attitude to Achievement: The Critical Role of Organizational Support in Enhancing Employee Performance in Kupang's Banking Industry

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Abstract

This study aims to investigate the influence of work attitudes on customer service employee performance, the impact of organizational support perceptions on customer service employee performance, and the moderating role of organizational support perceptions in the relationship between work attitudes and customer service employee performance. An explanatory survey research method was employed, with data collected from a sample of 106 customer service personnel using simple random sampling techniques. Path analysis was conducted utilizing the SmartPLS application. The findings reveal that work attitudes positively influence customer service employee performance, while employees' perceptions of organizational support also have a positive effect on performance. Furthermore, the study demonstrates that perceptions of organizational support moderate the relationship between work attitudes and customer service employee performance. Notably, the interaction between organizational support perceptions and work attitudes negatively affects employee performance. Specifically, when employees perceive high levels of organizational support, their work attitudes may inadvertently lead to decreased performance; conversely, low perceptions of organizational support can enhance performance through improved work attitudes. These insights underscore the complex dynamics between employee perceptions and performance, offering valuable implications for organizational management and employee engagement strategies.

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1. Background

In Indonesia, banks play a crucial role in the financial sector and significantly influence various other sectors of the economy. This importance stems from the primary function of banks as intermediary institutions, where they collect funds from the public in the form of savings and subsequently distribute these funds as credit or other financial products, thereby contributing to the improvement of the public's standard of living (Law No. 10 of 1998, Article 1, Paragraph 2).

The banking industry is currently experiencing a resurgence following the challenges posed by the COVID-19 pandemic, although this growth has not yet reached its full potential. It is imperative that banking institutions expedite their recovery efforts. This demand necessitates that banks optimize their management across all operational aspects, particularly in human resources, which are the driving force behind organizational success. Human resources are considered the most valuable asset within an organization, as they are essential for executing and overseeing various functions that facilitate organizational development amidst changing demands and competitive pressures.

The quality of human resources, particularly the performance standards of employees, is critical to the success and sustainability of any business organization. Simamora (2006) asserts that the success or failure of leading global companies is closely linked to the role of human resources within these organizations, highlighting the vital contribution of employees to achieving business objectives.

Within banking institutions, the customer service (CS) department plays a significant role in determining overall organizational performance. Customer service representatives are responsible for providing assistance and information to prospective customers, as well as addressing inquiries and complaints regarding banking products and services. The optimal performance of CS employees in serving both prospective and existing customers directly impacts the overall performance of the banking institution.

Numerous factors influence customer service performance, including work attitudes. Previous studies conducted by Shahab and Nisa (2014), Hettiararchchi and Jayarathna (2014), and Rahiman and Kodikal (2017) have concluded that employees' work attitudes can enhance their performance. However, contrasting findings by Liao et al. (2012) indicate that work attitudes do not predict employee performance. Additionally, research by Brown et al. (1993) suggests that work attitudes do not directly influence employee performance but are mediated by feelings of success.

These varying findings highlight a research gap that warrants further investigation. To address this gap, the present study aims to explore the relationship between work attitudes and employee performance by introducing organizational support perceptions as a moderating variable. This approach seeks to clarify the inconsistencies observed in previous research. The premise is that perceptions of organizational support can significantly influence employee performance, as supported by the findings of Riggle et al. (2009), Arshadi and Hayayi (2013), Guan et al. (2014), and Chen et al. (2020), which collectively demonstrate that employees' perceptions of the support provided by their organization can enhance their performance.

2. Basis and Development Hypothesis

2.1. Theoretical basis

Robbins and Judge (2015) define attitude as evaluative statements that can be either positive or negative regarding objects, individuals, or events. Attitudes reflect an individual's feelings toward a particular subject. They further elaborate that work attitudes are composed of three components: cognitive (evaluation), affective (strong feelings), and behavioral (tendencies to act in certain ways). This framework suggests that attitudes can guide behavior, leading individuals

to engage in positive or negative actions. Similarly, Gomendio (2017) posits that attitudes represent a tendency to behave positively or negatively when confronted with an object, situation, institution, concept, or person. Ali (2020) emphasizes that an individual's attitude significantly impacts their behavior, effort, interest, and awareness. According to Robbins and Judge (2015), the indicators of work attitude include: 1) cognitive components, 2) affective components, and 3) behavioral components.

Eisenberger and Rhoades (2001) introduce the concept of Perceived Organizational Support (POS), which refers to employees' perceptions regarding the extent to which their organization values their contributions and cares about their well-being. Eisenberger et al. (2011) further explain that employees view their work relationships as reciprocal, reflecting a dependence that transcends formal contractual obligations. They assert that both employees and organizations engage in a reciprocal relationship. Eisenberger et al. (2011) and Boateng et al. (2014) identify several indicators for measuring the extent of perceived organizational support, including concern for employee welfare, leadership support, recognition, and working conditions.

Performance is defined as the results produced by an individual's work (Robbins & Judge, 2015). Another perspective defines performance as encompassing what employees do and do not do, which includes work quality, work quantity, timeliness, supervision, and cost efficiency (Langton, Robbins, & Judge, 2013). Ruky (2004) identifies several indicators for measuring employee performance, including employee abilities, discipline, and the quality of services provided.

2.2. Hypothesis

Employees, when confronted with objects, individuals, or incidents, will behave based on beliefs formed by their thoughts, feelings, and desires. When employees feel satisfied with their jobs, they are likely to exhibit positive behaviors. Such positive attitudes can significantly impact their performance. Previous studies conducted by Shahab and Nisa (2014), Hettiararchchi and Jayarathna (2014), and Rahiman and Kodikal (2017) have concluded that the work attitudes of employees can enhance their performance.

Hypothesis 1: Employee work attitudes positively influence employee performance.

Perceived organizational support refers to the extent to which employees believe that their organization values their contributions and cares about their well-being. Employees view their work as a reciprocal relationship with the organization. When employees have a positive perception of the support provided by their organization, they are likely to demonstrate optimal performance. Research conducted by Riggle et al. (2009), Arshadi and Hayayi (2013), Guan et al. (2014), and Chen et al. (2020) indicates that employees' perceptions of organizational support can enhance their performance.

Hypothesis 2: Perceived organizational support positively influences employee performance.

Employees perceive their work as a reciprocal relationship with the organization. When they have a favorable perception of the support provided by the organization, they are likely to exhibit positive work attitudes, which in turn can impact their performance. Employees' perceptions of organizational support can foster a sense of dependence on the organization. This dynamic can shape their work attitudes, ultimately affecting their performance. Vroom et al. (2015) suggest that employees are motivated to contribute to the organization when they believe that their efforts will yield desired rewards. Additionally, Demerouti and Bakker (2011) emphasize that the balance between job demands and the resources provided by the organization is crucial for optimal performance.

Hypothesis 3: Perceived organizational support moderates the relationship between work attitudes and employee performance.

3. Research methods

This study employs an explanatory survey method, which seeks to clarify the relationships between variables under investigation. The primary objective of this method is to verify hypotheses by examining the connections between variables through statistical data processing and testing (Nazir, 2000). To analyze the data and test the hypotheses, multivariate analysis techniques were utilized, specifically Moderated Regression Analysis (MRA), using the SmartPLS statistical application.

The population for this study consisted of 1,450 customer service employees from commercial banks and credit banks, both government-owned and private, located in Kupang City. A sample of 106 employees was determined using the Slovin formula (Umar, 2003) with a confidence level of 95%. Simple random sampling was employed to select the research sample.

To measure work attitude variables, the study utilized the components of attitude proposed by Robbins and Judge (2015), which include: 1) Cognitive, 2) Affective, and 3) Behavioral tendencies related to job satisfaction, work involvement, and organizational commitment. For measuring the performance variables of customer service employees, the researcher adapted instruments based on indicators proposed by Ruky (2004), which include: employee abilities, discipline, and the quality of services provided. The measurement of perceived organizational support was based on indicators suggested by Eisenberger et al. (1990) and Boateng (2014), which encompass: concern for employee welfare, leadership support, recognition, and working conditions. All items were measured using a 5-point Likert scale, ranging from "strongly agree" (5) to "strongly disagree" (1).

4. Results and Discussion Study

4.1. Research result

Data analysis was conducted using SmartPLS, which involves the assessment of both the outer model (measurement model) and the inner model (structural model).

1. **Evaluation of the Measurement Model (Outer Model):** This evaluation aims to assess the validity and reliability of the model based on several criteria, including Variance Inflation Factor (VIF), Loading Factor, Cronbach's Alpha (CA), Composite Reliability (CR), and Average Variance Extracted (AVE) values.
2. **Evaluation of the Structural Model (Inner Model):** The purpose of this evaluation is to predict the relationships between latent variables. The inner model is assessed by examining the R-Square value, which indicates the proportion of variance explained by the model.
3. **Path Coefficient (p):** The path coefficient represents the strength and direction of the relationships between latent constructs. It is used to determine the existence and magnitude of influence among the variables in the structural model.

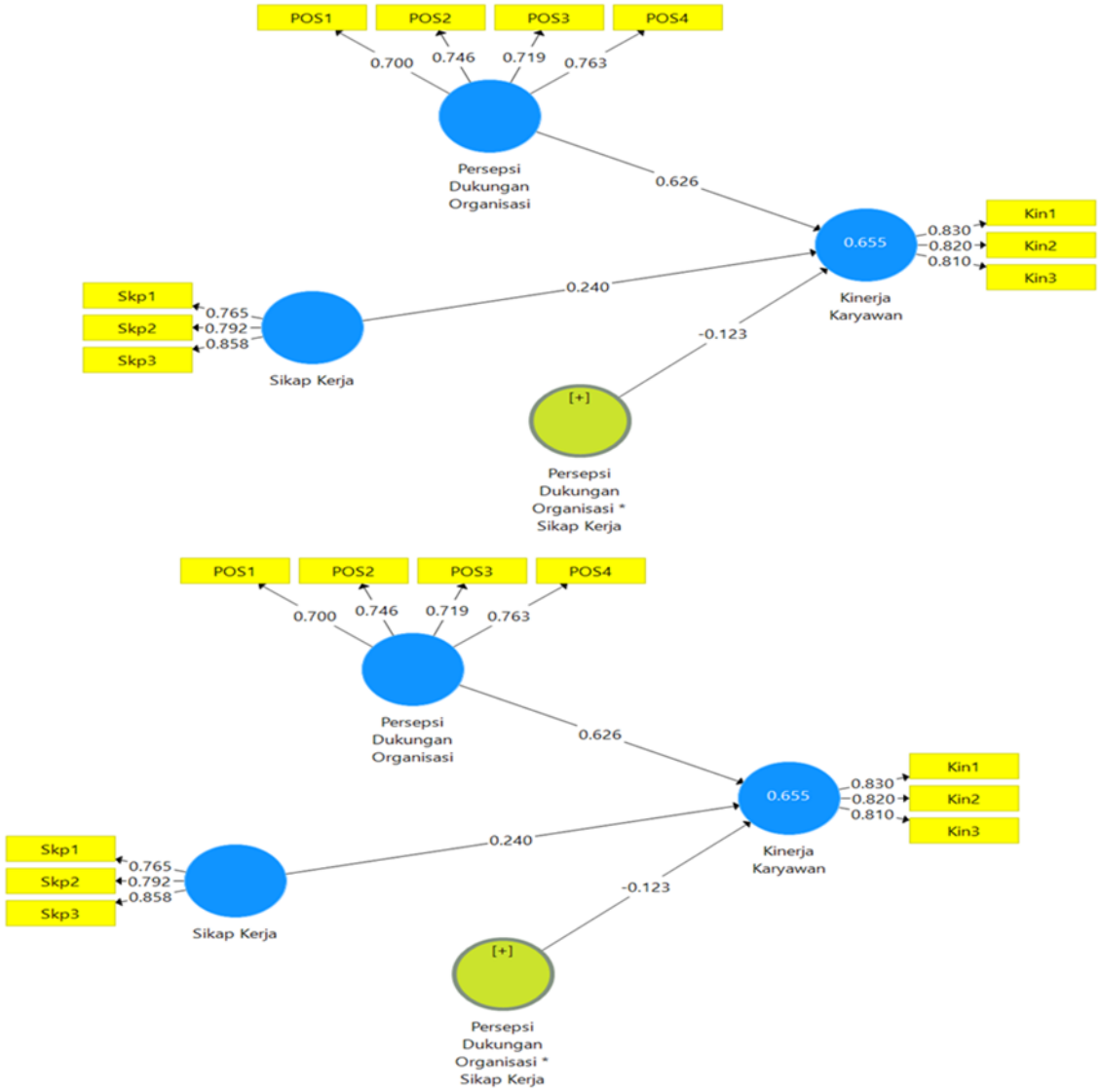
The evaluation of the measurement model (outer model) based on VIF, Loading Factor, Cronbach's Alpha (CA), Composite Reliability (CR), and Average Variance Extracted (AVE) values indicates that the tested model meets the criteria for validity and reliability. A summary of the evaluation of the measurement model (outer model) is presented in Table 1 below.

Table 1. Recapitulation Evaluation Outer Model

Variables	VIF	Loading Factor	CA	CR	AVE
Attitude Work (X)			0.729	0.847	0.650
Skp1	1,365	0.765			
Skp2	1,441	0.792			
Skp3	1,651	0.858			
Perception Support Organization (Z)			0.712	0.822	0.536
POS1	1,310	0.700			
POS2	1,342	0.746			
POS3	1,373	0.719			
POS4	1,429	0.763			
Employee Performance (Y)			0.756	0.860	0.673
Kin1	1,580	0.830			
Kin2	1,539	0.820			
Kin3	1,466	0.810			
Attitude Work * Perception Support Organization	1,000	1,076	1,000	1,000	1,000

Structural model evaluation or *inner model* aiming For predict connection between latent variables. *The inner model* is evaluated with see mark *R-Square* . Next, the structural model evaluation results can seen in figure 1 below.

Figure 1. Evaluation inner model



The data processing results, as illustrated in the figure above, indicate that the R-Square value for employee performance is 0.655. This suggests that the performance of customer service employees in banking institutions in Kupang City is influenced by work attitudes, perceptions of organizational support, and the interaction between work attitudes and perceptions of organizational support, accounting for 65.5% of the variance. The remaining 34.5% of employee performance is attributed to other factors.

The coefficient values for the path analysis, which represent the strength and direction of the relationships among the latent constructs, are detailed in Table 2 below. This table provides insights into the influence of the various constructs within the structural model.

Table 2. Summary Evaluation Path Coefficient

Connection between Variables	**Path Coefficient Value *(p)***	**Sig**

1.	Attitude CS Work and Performance	0.240	0.001
2.	Perception support CS organization and performance	0.626	0,000
3.	Perception support organization to moderate connection attitude CS work and performance	-0.123	0.008

Based on the above figure, it is seen that all the paths that form the structural model in this study shows existence positive influence and also negative and significant ($p < 0.05$).

4.2. Discussion

Influence of Work Attitude on Employee Performance

The research findings indicate that the work attitudes of employees have a positive and significant impact on the performance of customer service (CS) employees (see Figure 3.5). When customer service employees in banking institutions in Kupang City exhibit high levels of job satisfaction, work involvement, and organizational commitment, they are likely to demonstrate enhanced job performance. Specifically, positive work attitudes lead to improved job evaluations, favorable feelings toward their work, and a strong desire to perform their duties effectively. Consequently, this results in better employee abilities, increased discipline, and higher quality services provided to customers. These findings are consistent with previous research conducted by Shahab and Nisa (2014), Hettiararchchi and Jayarathna (2014), and Rahiman and Kodikal (2017), which concluded that employees' work attitudes can significantly enhance their performance.

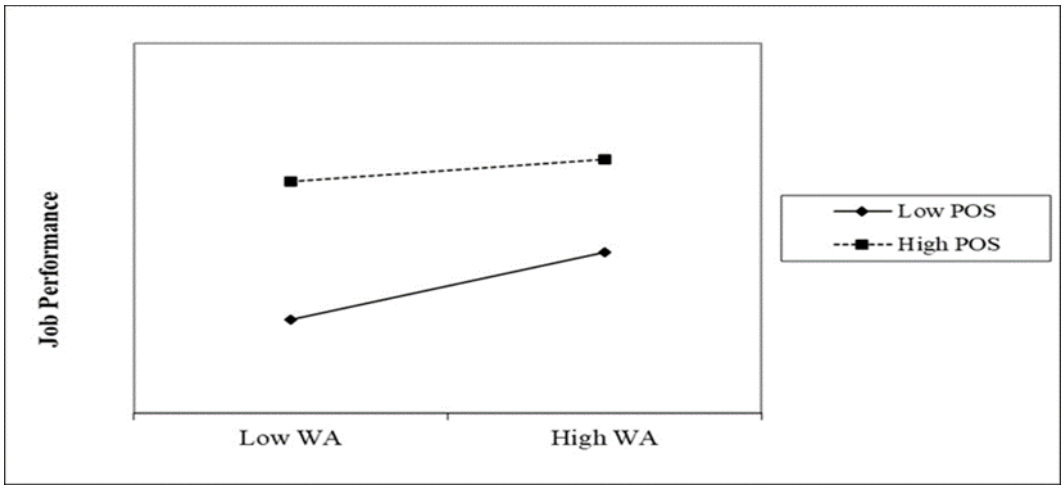
Influence of Perceived Organizational Support on Employee Performance

The research results also reveal that employees' perceptions of the support provided by their organization positively and significantly influence the performance of customer service employees (see Figure 3.5). When customer service employees in banking institutions in Kupang City perceive that their organization offers adequate support—such as care, leadership support, recognition for achievements, and favorable working conditions—they are likely to exhibit improved abilities, greater discipline, and enhanced service delivery to customers. These findings align with the research conducted by Riggle et al. (2009), Arshadi and Hayayi (2013), Guan et al. (2014), and Chen et al. (2020), which demonstrated that employees' perceptions of organizational support can lead to increased performance.

The Role of Perceived Organizational Support in Moderating the Relationship Between Work Attitude and Performance

The research findings further indicate that perceived organizational support plays a mediating role in the relationship between work attitudes and employee performance. The interaction between perceptions of organizational support and work attitudes significantly influences employee performance. Notably, the study revealed that this interaction can have a negative effect on performance. Specifically, when employees perceive high levels of organizational support, their work attitudes may inadvertently lead to decreased performance. Conversely, when employees perceive low levels of organizational support, their work attitudes can enhance their performance. An explanation of the negative interaction between perceived organizational support and work attitudes on employee performance is illustrated in Figure 2 below.

Figure 2. Influence Perception Support Organization in to moderate connection Attitude Employee Work and Performance



Based on the figure above, the horizontal axis represents the level of work attitude (Work Attitude - WA), categorized into two groups: low work attitude (low WA) and high work attitude (high WA). The vertical axis indicates employee performance (job performance), which increases in conjunction with rising work attitudes. The role of perceived organizational support is illustrated with a dotted line (representing high organizational support) and a solid line (representing low organizational support).

In conditions of low perceived organizational support, an increase in work attitude leads to a significant improvement in employee performance, as indicated by the steeper solid line. Conversely, in conditions of high perceived organizational support, while an improvement in work attitude still results in enhanced employee performance, the effect is less pronounced compared to the influence of low organizational support, as shown by the flatter dotted line.

From this description, it can be concluded that employees with low perceived organizational support tend to derive greater benefits from improvements in work attitude. In contrast, employees with high perceived organizational support may experience performance enhancements from improved work attitudes, but the impact is not as substantial as that observed in employees with low perceived organizational support. Low organizational support leads employees to rely more heavily on their work attitudes to boost performance. Conversely, employees who perceive high organizational support are less dependent on their work attitudes for performance enhancement, instead relying more on the support provided by the organization.

High perceived organizational support can create a dependency on that support, leading employees to feel less compelled to rely on their positive work attitudes to enhance performance. They may perceive that the organizational support is sufficient to help them achieve their targets, resulting in a tendency to be less proactive or initiative-driven in their work. This over-dependence can diminish individual motivation to contribute optimally. This aligns with the perspective of Deci and Ryan (2012), who argue that excessive external support can undermine employees' intrinsic motivation. In the context of high perceived organizational support, employees may lose personal motivation to work harder because they feel overly reliant on the organization for support in facilitating their performance. Furthermore, when employees become too dependent on organizational support, they may develop a sense of disempowerment, which can reduce their autonomy and initiative in their roles. This dynamic can ultimately lead to a decline in productivity and work quality.

Supporting these findings, Vroom et al. (2015) assert that employees are motivated to contribute when they believe their efforts will yield the desired rewards. If organizational support is perceived as excessive, employees may feel that they do not need to exert maximum effort, as the organization will provide support regardless of their performance level.

Additionally, Demerouti and Bakker (2011) emphasize that the balance between job demands and the resources available to employees (including organizational support) is crucial for optimal performance. If the resources provided are excessive, this can lead to increased demands that are not proportional, resulting in heightened stress and fatigue, which ultimately diminishes employee performance.

5. Conclusion

Based on the results of the data analysis and the discussions presented in this study, several conclusions are stated as follows. First, for the Work Attitude's Influence on Performance, it is concluded that the work attitudes have a positive influence on the performance of customer service employees. Higher levels of positive work attitudes among employees are associated with increased performance.

Secondly, regarding the perceived Organizational Support's Influence on Performance, it is concluded that organizational support perceptions positively impact the performance of customer service employees. When employees have a favorable perception of the support provided by their organization, their performance is likely to improve.

Thirdly, about the Moderating Role of Perceived Organizational Support**,** it is concluded that Perceived organizational support plays a moderating role in the relationship between work attitudes and the performance of customer service employees. The interaction between perceived organizational support and work attitudes can have a negative effect on employee performance. Specifically, when employees perceive high levels of organizational support, their work attitudes may lead to decreased performance. Conversely, when employees perceive low levels of organizational support, their work attitudes can enhance their performance.

Finally, this study highlights the importance of organizational support in enhancing employee performance within Indonesia's banking sector. It emphasizes that positive work attitudes and perceived organizational support significantly influence employee performance, providing valuable insights for improving workplace dynamics and productivity in the Indonesian context.

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