

The Influence Of Organizational Support And Job Characteristics On Service Quality Through Innovation As An Intervening Variable

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Abstract. *This Research Aims To Identify And Determine Efforts That Can Be Made To Improve Service Quality Through A Study of its relationship with Organizational Support, Job Characteristics and Innovation. The population of this study was 161 implementing employees at the Bogor Regency Food Crops, Horticulture and Plantation Service with a sample size of 115 people, whose determination used the Slovin formula with an error tolerance of 5%. Data was obtained using instruments in the form of questionnaires and analyzed using descriptive and inferential statistical analysis. The results showed seven positive and significant relationships. First, there is a positive and significant direct relationship between the variables Organizational Support and Innovation with a correlation coefficient of 0.347. Second, there is a positive and significant direct relationship between Job Characteristics and Innovation with a correlation coefficient value of 0.254. Third, there is a positive and significant direct relationship between Organizational Support and Service Quality with a correlation coefficient of 0.102. Fourth, there is a positive and significant direct relationship between Job Characteristics and Service Quality with a correlation coefficient value of 0.087. Fifth, there is a positive and significant direct relationship between Innovation and Service Quality with a correlation coefficient of 0.389. Sixth, there is a positive and significant indirect relationship between Organizational Support and Service Quality through Innovation with a correlation coefficient of 0.084. Seventh, there is a positive and significant indirect relationship between Job Characteristics and Service Quality through Innovation with a correlation coefficient of 0.104.*

Keywords: *Organizational Support, Job Characteristics, Innovation, Service Quality*

INTRODUCTION

Human resources are a very important element in an organization, because their role in carrying out activities greatly determines the success of an organization in achieving its goals. The better the quality of human resources in an organization, the better the level of success of an organization in achieving its goals. One indicator of the quality of human resources is said to be good, when each employee or member of the organization is able to carry out their work well, including providing services in accordance with their main duties and functions. The quality of services provided by an organization is not only oriented towards service users' perceptions of the services they receive, but is also related to the internal assessment of the quality of services carried out by employees in accordance with their main duties and functions. This internal assessment is carried out by the employee's direct superior as a form of supervision of employee performance. Whether the quality of

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service provided by employees is good or bad will have an impact on the quality of service provided by the organization.

The quality of service provided by employees is also related to the characteristics of the work performed. Job characteristics are special characteristics found in work which consist of a variety of skills, task identity, task significance, autonomy, and feedback. There are jobs that require a variety of activities to complete. There are also types of work that require comprehensive completion and identified division from start to finish. There are also types of work that can provide freedom or flexibility to employees in completing it and the extent to which the results of activities completing a job can be known directly by the employee who completes the work. If the work carried out requires high creativity, then being given the freedom to make their own decisions, determine their own procedures, and be responsible for the work, especially in conditions that are considered urgent, will foster attachment to the organization which will enable employees to be motivated to provide quality services. An employee will feel proud if they can show real results of their work and provide significant meaning to the organization.

In responding to current developments and fast-paced changes in the strategic environment, service providing institutions, both private and government, are required to continue to improve the quality of their services, and service user satisfaction is a top priority. Especially in government institutions, there is a need for dynamic, responsive, effective and efficient government governance in order to realize excellent public services. Of course, in this era, the State Civil Apparatus (ASN) also plays a role as an agent of change, which will make the bureaucracy in Indonesia better. The Bogor Regency Food Crops, Horticulture and Plantation Service (Distanhorbun) as a government institution and is one of the technical Regional Apparatus Organizations (OPD) has the task of assisting the Regent in carrying out government affairs in the agricultural sector and assistance tasks. In this case, Distanhorbun employees as ASN are certainly required to be able to provide the best possible public services, namely providing services to the community, especially in the agricultural sector. ASN must have a high commitment to providing services honestly, with integrity, responsibility, and not deviating from the ASN Code of Ethics, as well as instilling the values of AKHLAK (service-oriented, accountable, competent, harmonious, loyal, adaptive and collaborative) in completing tasks. principal and function. The Bogor Regency Distanhorbun has 226 employees consisting of Civil Servants (PNS) and non-PNS, namely 27 civil servants as structural officials, 161 civil servants as implementing employees spread across the Department and Technical Implementation Units (UPT), and 38 people non civil servant.

Based on data from the Bogor Regency Personnel and Human Resources Development Agency (BKPSDM) as of December 2023, the quality of employee services at the Bogor Regency Distanhorbun in the last two years, namely 2022-2023, has been very fluctuating and in some parts it even shows that the quality of service provided by employees is still less than optimal.

Based on existing data regarding the quality of employee services at the Bogor Regency Distanhorbun, and based on the results of initial observations of 31 employees, the following results were obtained: There are 40% of employees who provide services, especially those related to reliability, who do not provide services that are timely and according to the needs of service users. There are 37% of employees who provide services, especially those related to Responsiveness, who have not done it immediately and have not been responsive to service users who are experiencing difficulties. There are 38% of employees who provide services, especially those related to Assurance, who have not done so according to service standards and have not maintained the confidentiality of service user data information. There are 38% of employees who provide services, especially those related to empathy, who have not provided step-by-step assistance to service users who have difficulty accessing services. There are 35% of employees who provide services, especially those related to Tangible (Real, Tangible), who do not wear complete, neat uniforms and do not wear identification marks. Based on this, the Bogor Regency Distanhorbun must be responsive to every development and provide support to employees including objective assessments, so that employees can continue to improve the quality of their services, especially in relation to the work that must be completed. The basis for assessing service quality always changes and differs from time to time. What is considered a quality service today may not be considered something that is not quality at another time. Therefore, the assessment of service quality is dynamic following current developments.

Based on data, service quality assessments carried out by employees at Distanhorbun have been carried out periodically every month for the last 2 years, however, service quality appears less stable and not optimal. The number of employee innovations produced from 2019 to 2022 is very fluctuating, and if compared with the number of employees in the Bogor Regency Distanhorbun environment, the number of innovations is considered to be less, because from this data it can be seen that there are still very few employees who innovate, namely only around 5.3% of the total number of employees. This may be one of the factors why the quality of employee services at the Bogor Regency Distanhorbun looks unstable and not yet optimal. Apart from organizational support, job characteristics and innovation, the

quality of service provided by employees is also influenced by other factors including job satisfaction, competence, organizational climate, organizational culture, transformational leadership, work motivation, trust, compensation, responsibility, cooperation, and others.

THEORETICAL STUDY

The link between organizational support and service quality is that organizational support is the perception of employees regarding the extent to which the organization contributes to providing welfare, care, support and appreciation for its members. Organizational support for employees can take the form of providing rewards, both financial and non-financial, for example in the form of salaries, wages, incentives or allowances, provision of facilities and infrastructure, praise, acceptance, recognition, provision of training or capacity building, and promotions. Apart from appreciation, the form of organizational support that employees need can be in the form of concern, namely the leader's attention to employees by providing contributions in the form of materials, ideas/thoughts, time, and/or expertise/skills. Another form of organizational support is in the form of subjective well-being or emotion/happiness, namely providing support to employees linked to meaningful life goals.

RESEARCH METHODS

The research was conducted at the Bogor Regency Distanhorbun office located at Jalan Letjen. Ibrahim Adjie, Sindangbarang, West Bogor District, Bogor Regency. The research period was carried out for five months starting from August to December 2023. In this study the population was 161 implementing civil servants spread across the Department and Technical Implementation Units (UPT) of the Bogor Regency Distanhorbun. So it was concluded that the number of samples used by the author in distributing the questionnaire was 115 respondents. For the purposes of testing the instrument, 30 employees will be taken from outside the research sample.

RESULTS AND DISCUSSION

Direct Influence of Organizational Support on Innovation

The hypothesis of this research is that there is a positive direct influence of organizational support on innovation. The findings of this research show the results of the path coefficient calculation $\beta = 0.347$, which means there is a positive direct influence of organizational support on innovation. The calculated t value is 3.340 with the t table value at

the sig = 0.05 level with $n - 2$ or $115 - 2 = 113$. It can be concluded that the t calculated $> t$ table or $3.340 > 1.980$ or the sig value is $0.000 < 0.05$, this shows that there is a positive direct influence of organizational support on innovation. Organizational support is very important in the process of creating innovation, namely through policies and concrete steps taken by the organization. Organizational support is a reflection of the extent to which employees trust their organization to provide support for their welfare and provide good and adequate contributions, while innovation is something that results from the process of renewing ideas, practices, or an object that is created from the creativity of employees in response to a situation, which has the properties of novelty, superiority, compatibility, provenness and ease of observation.

Nurali's research (2021: pp. 119-120) entitled "The Role of Person-Organization Fit in Mediating the Influence of Workplace Spirituality and Perceived Organizational Support on Innovative Work Behavior" concluded that workplace spirituality (WS) and perceived organizational support (Perceived Organization Support/POS) displays a significant path coefficient on innovative work behavior (IWB), namely (WS \rightarrow IWB: 0.33, $p < 0.01$; POS \rightarrow IWB: 0.45, $p < 0.01$). The coefficient between workplace spirituality and POS on P-O fit (Person Organization Fit) is positive and significant (WS \rightarrow P-O fit: 0.33, $p < 0.001$; POS \rightarrow P-O fit: 0.69, $p < 0.01$), as is the case with P-O fit and innovative work behavior (P-O fit \rightarrow IWB: 0.75, $p < 0.001$).

This study found that P-O fit is a partial mediator between workplace spirituality and innovative work behavior. Direct Influence of Job Characteristics on Innovation The hypothesis of this research is that there is a positive direct influence of Job Characteristics on Innovation. The findings of this research show the results of the path coefficient calculation $\beta = 0.254$, which means there is a positive direct influence of job characteristics on innovation. The calculated t value is 3.340 with the t table value at the sig = 0.05 level with $n - 2$ or $115 - 2 = 113$. It can be concluded that the $t_{count} > t_{table}$ or $3.340 > 1.980$ or the sig value $0.000 < 0.05$ means a positive direct influence characteristics work on innovation is significant. Work that is too monotonous, has a small scope, and does not require much skill to complete will create a feeling of boredom, followed by a decrease in the level of job satisfaction, and ultimately less motivation for employees to innovate. Job characteristics are special characteristics found in work which consist of a variety of skills, task identity, task significance, autonomy, and feedback, while innovation is something that results from the process of renewing an idea, practice, or an object created from employee creativity in response to a situation, which is new, superior, compatible, tested and easily observed.

Based on the results of the Dimension and Indicator analysis, there are job characteristic indicators that have a strong correlation with innovation indicators, namely the Task Significance indicator and the Triability indicator (Possibility to try). These indicators are thought to have a strong influence. Apart from strong indicators, there are indicators that must be improved and must be improved, namely the Autonomy indicator and the Organizational Innovation indicator because these two indicators have a very low relationship. Based on the research results presented above, theory and supported by relevant research results, it can be concluded that there is a significant positive influence of job characteristics on innovation, so that strengthening job characteristics can increase innovation, namely through strengthening the Task Significance indicator with the Triability indicator (Possibility to try) and improve very low indicators, namely Autonomy with the Organizational Innovation indicator.

Direct Influence of Organizational Support on Service Quality

The hypothesis of this research is that there is a direct influence of organizational support on service quality. The findings of this research show the results of the path coefficient calculation $\beta = 0.102$, which means there is a positive direct influence of organizational support on service quality. The calculated t value is 2.121 with the t table value at the sig = 0.05 level with $n - 2$ or $115 - 2 = 113$. It can be concluded that the t calculated $>$ t table or $2.121 > 1.980$ or the sig value $0.000 < 0.05$ means a positive direct influence organizational support for service quality is significant. In realizing good service quality, an employee certainly needs organizational support through policies and concrete steps. Organizational support is the employee's perception regarding the extent to which the organization contributes to providing welfare, care, support and appreciation for its members, while service quality is the customer's perception of all forms of services provided by the organization.

The quality of services provided by an organization is not only oriented to service users' perceptions of the services they receive. Service quality in this research is related to the internal assessment of the quality of services carried out by employees in accordance with their main duties and functions. This internal assessment is carried out by the employee's direct superior as a form of supervision of employee performance. Based on the research results presented above, theory and supported by relevant research results, it can be concluded that there is a significant positive influence of job characteristics on innovation, so that strengthening job characteristics can increase innovation, namely through strengthening

the Improving work conditions indicator with indicators Empathy and improving indicators that are currently on the caring indicator with the Responsiveness indicator.

Direct Influence of Job Characteristics on Service Quality

The hypothesis of this research is that there is a positive direct influence of job characteristics on service quality. The findings of this research show the results of the path coefficient calculation $\beta = 0.087$, which means there is a positive direct influence of job characteristics on service quality. The calculated t value is 3.054 with the t table value at the sig = 0.05 level with $n - 2$ or $115 - 2 = 113$. It can be concluded that the t calculated $>$ t table or $3.054 > 1.980$ or the sig value $0.000 < 0.05$ means a positive direct influence Job characteristics on service quality are significant. Work that is too monotonous, has a small scope, and does not require much expertise to complete will create a feeling of boredom, followed by a decrease in the level of job satisfaction, and ultimately less motivation for employees to provide quality services. On the other hand, if the work they do requires high creativity, then they are given the freedom to make their own decisions, determine their own procedures, and take responsibility for the work, especially in conditions that are deemed urgent, this will foster an attachment to the organization that will enable employees to be motivated to provide quality services. Job characteristics are special characteristics found in a job which consist of a variety of skills, task identity, task significance, autonomy, and feedback, while service quality is the customer's perception of all forms of services provided by the organization. The quality of services provided by an organization is not only oriented to service users' perceptions of the services they receive. Service quality in this research is related to the internal assessment of the quality of services carried out by employees in accordance with their main duties and functions. This internal assessment is carried out by the employee's direct superior as a form of supervision of employee performance. Based on the results of the Dimension and Indicator analysis, there are job characteristic indicators that have a very strong correlation with service quality indicators, namely Autonomy with the Responsiveness indicator. These indicators are thought to have a very strong influence. Apart from very strong indicators, there are indicators that must be improved and must be improved, namely the Friendship Opportunities indicator and the Assurance indicator because these two indicators have a low relationship.

Based on the research results presented above, theory and supported by relevant research results, it can be concluded that there is a significant positive influence of job characteristics on innovation, so that strengthening job characteristics can increase innovation, namely through strengthening the Autonomy indicator with the Responsiveness

indicator and improving the indicator. which is low in Friendship Opportunities with the Assurance indicator.

The Direct Effect of Innovation on Service Quality

The hypothesis of this research is that there is a positive direct influence of innovation on service quality. The findings of this research show the results of the path coefficient calculation $\beta = 0.389$, which means there is a positive direct influence of job satisfaction on commitment to the organization. The calculated t value is 3,000 with the t table value at the $\text{sig} = 0.05$ level with $n - 2$ or $115 - 2 = 113$. It can be concluded that the t calculated $>$ t table or $3,000 > 1,980$ or the sig value $0,000 < 0.05$ means a positive direct influence innovation on service quality is significant. The more innovations, both new innovations and updates, will make it easier for employees to carry out their main duties and functions so that employees can provide the best quality service. Innovation is something that results from the process of renewing ideas, practices, or an object that is created from the creativity of employees in response to a situation, which has the characteristics of newness, superiority, compatibility, testing and is easy to observe, while service quality is a perception. customers towards all forms of services provided by the organization. The quality of services provided by an organization is not only oriented to service users' perceptions of the services they receive. Service quality in this research is related to the internal assessment of the quality of services carried out by employees in accordance with their main duties and functions. This internal assessment is carried out by the employee's direct superior as a form of supervision of employee performance.

Indirect Effect of Organizational Support on Service Quality Through Innovation

The research hypothesis is that there is a positive indirect effect of organizational support on service quality through innovation. The findings of this research show that the zcount value is 2.832 and ztable is 1.96, so based on the comparative value $\text{zcount} > \text{ztable}$ or $2.832 > 1.96$. There is a significant positive indirect effect of organizational support on service quality through innovation. The findings of this research show that the results of calculating the path coefficient for the positive direct influence of organizational support on service quality are $\beta = 0.102$ and the results of calculating the path coefficient for the positive indirect influence of organizational support on service quality through innovation are $\beta = 0.135$. This means that the indirect influence is greater than the direct influence. Thus, it can be concluded that the innovation variable plays an effective role as an intervening variable. This means that improving service quality is more effective indirectly through strengthening innovation.

Indirect Influence of Job Characteristics on Service Quality Through Innovation

The research hypothesis is that there is a positive indirect effect of interpersonal communication on commitment to the organization through job satisfaction. The findings of this research show that the zcount value is 2.772 and ztable is 1.96, so based on the comparative value $zcount > ztable$ or $2.772 > 1.96$. There is a significant positive indirect effect of job characteristics on service quality through innovation. The findings of this research show that the results of calculating the path coefficient for the positive direct influence of interpersonal communication on commitment to the organization are $\beta = 0.087$ and the results of calculating the path coefficient for the positive indirect influence of job characteristics on service quality through innovation are $\beta = 0.099$. This means that the indirect influence is greater than the direct influence. Thus, it can be concluded that the innovation variable plays an effective role as an intervening variable. This means that improving service quality is more effective indirectly through strengthening innovation.

CONCLUSION AND SUGGESTION

- 1) The conclusions of this research are as follows: There is a direct effect of organizational support on innovation with a path coefficient value of $\beta = 0.347$. Thus, strengthening organizational support can increase innovation.
- 2) There is a direct influence of job characteristics on innovation with a path coefficient value of $\beta = 0.254$. Thus, strengthening job characteristics can increase innovation.
- 3) There is a direct influence of organizational support on service quality with a path coefficient value of $\beta = 0.102$. Thus, strengthening organizational support can improve service quality.
- 4) There is a direct influence of job characteristics on service quality with a path coefficient value of $\beta = 0.087$.
- 5) There is a direct influence of innovation on service quality with a path coefficient value of $\beta = 0.389$. Thus, strengthening innovation can improve service quality.
- 6) There is an indirect effect of organizational support on service quality through innovation. Thus, strengthening organizational support can improve service quality through innovation. By comparing the values of direct influence and indirect influence, it is calculated that the indirect influence is greater than the direct influence, meaning that innovation functions effectively as an intervening variable in this research, so it can be concluded that improving service quality is more effectively done indirectly through strengthening innovation.

- 7) There is an indirect influence of job characteristics on service quality through innovation. Thus, strengthening job characteristics can improve service quality through innovation. By comparing the values of direct influence and indirect influence, it was found that the indirect influence was greater than the direct influence, meaning that innovation functions effectively as an intervening variable in this research. So it can be concluded that improving service quality is more effective indirectly through strengthening innovation.

Suggestions or recommendations for action based on research conclusions.

- 1) Increasing the innovation of implementing employees at the Bogor Regency Distanhorbun
- 2) Increased organizational support with awards for employees providing services with the best quality.
- 3) Improving job characteristics in order to prepare superior human resources.

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