

The Impact of Supportive Leadership on Performance of Millennial Employees in Digital Era at Training Centre In Bandung: The Mediation Role of Organizational Commitment

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Abstract. Managing performance of millennials employee behavior is an integral component of sustainable organizational development and a challenge in the digital era. Many researches have been identified the antecedent factors of performance. The aim of this study is to find out supportive leadership as one of behavioral leadership style can be a predictor of employee performance with the mediating role of organizational commitment. This study uses the indicators from only one dimension of leadership, which there are some empirical gaps between the result of previous researches. The sampling of this study took 52 millennial employees of a teachers training center in Bandung. In assessing the empirical model this study used Partial Least Square Structural Equation Modeling (PLS-SEM) analysis. The results of this study lead to the supportive leadership has a positive and significant impact on organizational commitment, and organizational commitment has a positive and significant influence on employee performance. The effect of supportive leadership on millennial employee performance is mediated by organizational commitment. This study concludes that supportive leadership has an indirect effect on performance of millennial employees through the mediating variable of organizational commitment, implying that supportive leadership might indirectly improve performance of millennial employees through organizational commitment. The assumption is that if a leader is effective at supporting staff, there will be an increase in employee organizational commitment, and if commitment improves, there will be an increase in performance. This research is expected to have impact on the improvement of millennial employees' performance by implementing a supportive leadership style in order to enhance the organizational commitment.

Keywords: Behavioral Leadership Style, Supportive Leadership, Organizational Commitment, Performance, Millennials.

JEL Classification: M10, M54, J88, O38, D73

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1. Introduction

Employee performance is defined as human conduct in an organization that complies with established behavioral standards in order to accomplish the desired outcomes. Employee performance, according to Robbins and Judge (2016), is the result of someone's work, both in terms of quality and quantity, in carrying out tasks in accordance with their responsibilities. Employee performance is influenced by a number of elements, including the success of the work-life balance, which involves personnel, resources, work clarity, and feedback. The idea proposed by Mathis and Jackson (2011: 520) is used to discuss employee performance in this study, namely all employee activities that are supervised to offer quality, service, and in accordance with applicable rules. The following dimensions of employee performance are provided by Mathis and Jackson (2011: 216) to get the best performance.

- (1) Work quantity, or the adequacy of a certain number of jobs in terms of job requirements and personnel capabilities.
- (2) Work quality refers to the acceptability of work in terms of quality standards.
- (3) Interpersonal compatibility, or the ability of employees to collaborate.
- (4) Employee presence at work is defined as the presence of employees at a specific time.
- (5) Service length is a service offered by employees in accordance with high service standards.
- (6) Flexibility, or the capacity to execute a task in a flexible manner.

Currently, Indonesia is preparing to be able to enjoy the demographic bonus, but this can be a disaster if it is not prepared with superior competence, creativity and innovation, which are needed in future challenges. Leadership is a critical role in determining the direction of development and the policies that will be implemented. As the nation's next generation, millennial leaders have their own vision of leadership and how they believe they can lead. Supportive leadership is a crucial characteristic of good leaders (House, 1971). A leader's "activity aimed toward the fulfilment of subordinates' wants and preferences, such as expressing concern for subordinates' welfare and fostering a friendly and psychologically supportive work environment" is defined as supportive leadership (House, 1996, p. 327). Supportive leadership refers to a leader who is courteous, personable, and attentive to the needs of his or her followers, building happy team connections (Sharma & Pearsall, 2016). This study used approach to behavioral leadership style which is based on the Path-Goal theory (Robbins and Judge, 2015). Path-Goal theory embraces the view of leadership isn't regarded as a position of authority. Leaders, on the other hand, serve as coaches and facilitators to their subordinates. Supportive leadership is one of the four path-goal leadership theories, and it prioritizes results orientation in order to care for and safeguard individuals inside an organization. Because of the nature of the work environment, the leader is expected to have a nature that always defends his subordinates and pays special attention to their needs and welfare. According to this viewpoint, a leader's primary mission is to assist subordinates in reaching their own goals while also providing them with the support they need to fulfill the organization's objectives (Silverthorne, 2001). Previous research has shown that organizational commitment and employee performance have a significant relationship, in the other words, affective, continuance and normative commitment, are regarded as part of the organizational commitment. Previous studies have looked at various variables to measure employee performance associated with leadership as a predictor (Hughes, Lee, Tian, Newman, & Legood, 2018), such as their leadership style (Berraies & Zine El Abidine, 2019; Etikariena, 2020), others by using transformational leadership styles (Al-Husseini & Elbeltagi, 2016; Masood & Afsar, 2017; Afsar & Umrani (Zeng & Xu, 2020; Su et al., 2020). This study will employ indicators of the sort of leader behavior that are characterized as follows, based on Daft's (2015: 77) Path-goal Model theory, which distinguishes four leader behaviors. Supportive leadership as compassionate leadership, demonstrating concern for subordinates' well-being and personal needs. This form of leadership is approachable, open, warm, and friendly, and it develops a team environment by treating subordinates equally. Respect, trust, cooperation, and emotional support are all enhanced by supportive leaders (Gibson et al., 2000). Supportive leadership is concerned about employees' well-being and needs, is nice and approachable, and treats employees on an equal footing with themselves (Robbins, 2015).

Leaders are approachable and show concern for their subordinates' needs. He also treats all subordinates equally and informs them of their whereabouts, status, and personal requirements in order to foster positive interpersonal ties and have fun with the group. Supportive Leadership, for example, is the conduct of a leader's character who consistently stimulates employees, is nice with them, sets a good example, and sets himself as an example. When subordinates are frustrated and disappointed, supportive leadership can have a significant impact on their performance.

Commitment, according to Gibson et al. (2000), is the identification of taste, as well as the participation of workers' devotion to their organizations or organizational units. Acceptance, a strong belief in an organization's principles and goals, and a strong desire to remain participation in the organization for the fulfillment of organizational goals are all signs of commitment. The attitudes of individuals who are members of the organization must be taken into account when implementing organizational commitment. As a result, commitment can be defined as an event in which individuals are genuinely engaged in the organization's aims, beliefs, and objectives. A person who is devoted to the group will demonstrate his willingness to keep his membership, participate actively in the organization, and feel a part of it. As a result, in order for an organization to grow, it must have a strong commitment that stems from positive relationships between the organization and each of its members. Organizational commitment, according to Allen & Mayer (1990), is a situation in which employees are really interested in the organization's goals, values, and objectives. The choice of commitment types in this study, according to Allen and Meyer's (1990) opinion namely:

1. Affective commitment, refers to employees' emotional readiness to join, adjust, and blend into the organization. In other words, a person joins an organization because he wants to be a part of it (want to).
2. Continuance commitments, are made based on the rewards that employees are expected to get if they stay with the company. In other words, a person joins an organization because he believes he requires it (need to). Continuance commitment is linked to the understanding that members of the organization will suffer losses if they depart. Members of an organization that have a strong commitment to the organization will continue to be members because they want to.
3. Normative commitment, refers to an employee's feelings about his or her obligation to stay with the company. Someone joins an organization because he feels compelled to do something (ought to do). (Allen & Meyer, 1990).

The millennials employees identically with the innovation. Innovation is critical for improving performance quality because it increases the possibility and substance of new idea generation attitude realization, which improves the effectiveness of services offered by personnel (Fatima et al., 2017). Leader behavior is one of the most important factors that might impact innovative work behavior. Workers gain from supportive leadership, according to Path-goal Theory (Daft, 2015), because leaders must strive to enhance their subordinates' performance and work happiness in order to fulfill organizational goals. The use of innovative work behavior as a mediator to promote performance was also emphasized (Purwanto, Asbari, Prameswari, Ramdan, & Setiawan, 2020). Overall, there is a substantial correlation between leadership and performance, according to study. From a supportive standpoint, it demonstrates that leaders must pay attention to their subordinates' welfare and needs, that leaders should be open and approachable to the majority of people, that leaders must be able to treat subordinates well and respect others, and that leaders must be able to maintain positive relationships with their subordinates. Based on the foregoing statements, the authors propose the following first hypothesis:

• H1: Supportive Leadership has a positive impact on Employee Performance.

The usage of distinct leadership styles is one of the main factors that may be used to assess leadership. The leader's nature, habits, temperament, character, and personality are all unique and distinct, therefore his behavior and style set him apart from other leaders. If a person's leadership style is defined as how he or she performs in the context of the company, the simplest way to discuss the many styles is to describe the types of organizations or situations that emerge from or are appropriate for each style.

The issue of leadership style is quite complicated, especially when it comes to helpful and nurturing leadership. A supportive leadership style will make employees feel cared for, resulting in a positive relationship between employees and their leaders, as well as a positive relationship between employees and the company, resulting in a strong organizational commitment.

The supportive leadership style variable has a favorable and significant effect on organizational commitment, according to research conducted by Maryam Al-Sada, Bader Al-Esmael, and Moh. Nishat Faisal (2017). Ahmad Salahuddin's (2013) research also found that a supportive leadership style has a favorable and significant impact on organizational commitment. These findings complement Peter Lok and John Crawford's (2003) research, which found that the supportive leadership style variable had a positive and substantial effect on organizational commitment.

The authors propose the following second hypothesis based on the previous statements:

- H2: Supportive Leadership has a positive impact on Organizational Commitment.

A person's ability to recognize his participation in a certain area of the institution is demonstrated by organizational commitment. The roots of organizational commitment are workers' conviction in the organization's ideals, enthusiasm to help achieve organizational goals, and loyalty to remain members of the organization. This research was conducted in order to see the gap, the millennial generation is known for its disloyalty to the company, which manifests itself in the ease with which they change jobs. With a job as civil servants, is that true the millennial employees going to feel a sense of belonging to the institution as a result of organizational commitment. Employees who believe that current corporate standards tie their souls will be happier at work and perform better.

Affective, continuance, and normative commitment are three components of organizational commitment (Allen & Meyer, 1990). Employees that have a strong relationship to their employer may not want to give to their employer, according to Allen and Meyer (1990). Staying with the organization merely because of the high expense of leaving could lead to irritated feelings, which could lead to improper behavior. Since prolonged employment is essential for the employee to remain with the organization, Allen and Meyer (1990) discovered a link between sustained commitment and on-the-job conduct.

As a result, it's critical to consider whether there's a link between millennials employee commitment and performance, which is assessed by the third hypothesis, which is as follows.

- H3: Organizational Commitment has a positive impact on Employee Performance.

Organizational Commitment As A Mediator

According to several studies, the variable of leadership has a significant association with the variable of employee performance via organizational commitment (Katsaros et al., 2020). Several more studies (Astuti & Khoirunnisa, 2018) note the major importance of leadership on commitment, although the results of several studies differ. According to Hakimian et al. (2016), employee performance is unaffected by continuance commitment.

The main gap addressed in this study is the effect of organizational commitment in mediating organizational commitment when supportive leadership style is added to his job. Employees can combat injustice with the help of supportive leadership. Employee performance can be increased to a higher level by introducing its effect between injustice perception and employee performance, as it plays a positive role and allows employees to feel that their supervisors are more interested in the tasks they complete, which ultimately plays an important role in the success of an organization. There are not many studies that provide a mediating relationship model for the organizational commitment on the relationship between the supportive leadership separate from organizational commitment as leadership style variable and employee performance variable.

As a result, the authors seek to formulate the following fourth hypothesis:

- H4: Organizational Commitment mediates the impact of Supportive Leadership on Employee Performance.

2. Method, Data, and Analysis

1. Research Method

Quantitative, descriptive, and verification approaches were used in this investigation. Questionnaires were distributed to gather information. The questionnaires were completed by 52 millennials who work at The Center for Development and Empowerment of Teachers and Education Personnel for Kindergarten and Special Education (PPPPTK TK PLB, Ministry of Education, Culture, Research and Technology). To process the information gathered, the SmartPLS program is employed.

2. Research Design

Figure 1 depicts the model that was developed in response to the hypothesis.

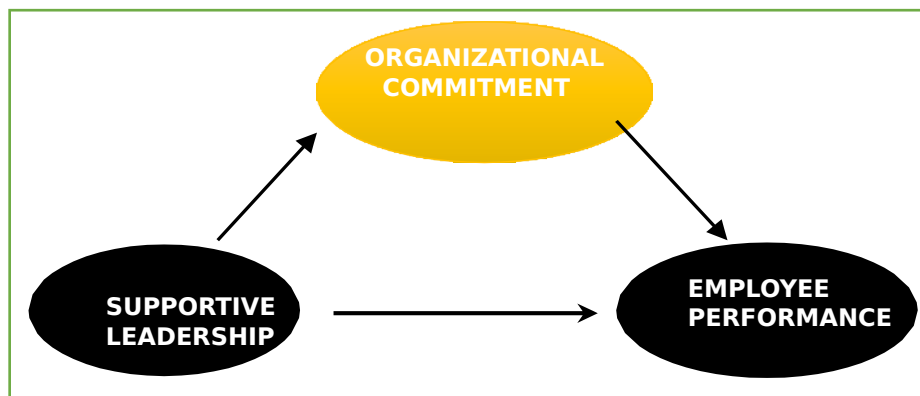


Figure 1. Conceptual Framework

3. Result and Discussion

1. Respondent Descriptive

Civil servants (PNS) at PPPPTK TK PLB were recruited to participate in this study. Age, gender, and educational background are among the characteristics of responders. The characteristics of respondents are presented in the table 1 below, which is organized by gender, educational background, and long working.

Table 1. Respondent Descriptive

Demographic factors	N	%
Gender		
Male	23	44.23
Female	29	55.77
Total	52	100
Educational Background		

Demographic factors	N	%
SMA/SMK/ sederajat	4	7.69
D1/D2/D3	1	1.92
S1/D4	17	32.69
S2	29	55.78
S3	1	1.92
Total	52	100
Long working		
< 5 years	5	9.62
5- 10 years	7	13.46
11- 15 years	24	46.15
16- 20 years	16	30.77
Total	52	100

2. Measurement Model

2.1. The Outer Model Test

The initial purpose of testing the PLS model is to see if there is any inter-construct collinearity and how accurate the model is (Sarstedt et.al 2017). This model can be evaluated using the following indicators:

2.1.1 Reliability Indicator

The purpose of reliability indicators is to determine whether or not latent variable measurement indicators are correct. The outer loading value of each indicator can be used to judge whether or not the indicator is reliable. When the loading value is more than 0.7, the construct can explain more than half of the variance in the indicator. (K.K. Wong, 2013).

Table 2. The Output of Outer Loadings

Variable	Outer Loading
SL 1	0.874
SL 2	0.740
SL 3	0.864
SL 4	0.939
SL 5	0.784
AC 1	0.793
AC 2	0.709
AC 3	0.739
AC 4	0.830

Variable	Outer Loading
AC 5	0.735
AC 6	0.711
AC 7	0.809
AC 8	0.767
CC 1	0.802
CC 2	0.726
CC 3	0.759
CC 4	0.725
CC 5	0.763
CC 6	0.725
CC 7	0.779
NC 1	0.772
NC 2	0.716
NC 3	0.736
QNW 1	0.743
QNW 2	0.743
QNW 3	0.702
QNW 4	0.727
QLW 1	0.796
QLW 2	0.735
QLW 3	0.777
QLW 4	0.744
CO 1	0.749
CO 2	0.791
CO 3	0.747
PW 1	0.716
LS 1	0.721
LS 2	0.794
LS 3	0.789

Variable	Outer Loading
LS 4	0.704
FL 1	0.762
FL 2	0.819
FL 3	0.733
FL 4	0.738

The outer loading value for all variables is larger than 0.7, indicating that the construct can explain more than half of the variance in the indicator, according to Table 1.

2.1.2. Internal Consistency Reliability

Internal Consistency Reliability are measured by their dependability of latent conceptions, which is a capable indicator (Sarstedt et.al 2017). The values used are composite reliability and cronbach's alpha. According to Sarstedt et al. (2017), composite reliability levels of 0.6 to 0.7 are regarded good, and projected Cronbach's alpha values of more than 0.7 are excellent (Ghozali & Latan 2015).

Table 3. The Values of Cronbach's Alpha, rho_A, Composite Reliability, and Average Variance Extracted (AVE) Value

	Cronbach's Alpha	Rho_A	Composite Reliability	Average Variance Extracted (AVE)
Organizational Commitment	0.956	0.962	0.960	0.572
Supportive Leadership	0.897	0.915	0.924	0.711
Employee Performance	0.960	0.962	0.963	0.566

Table 3 reveals that the Cronbach's alpha value for all variables is greater than 0.7, and the composite reliability value is also greater than 0.7, indicating that the model is deemed to be reliable.

2.1.3. Convergent Validity

Convergent validity is based on the premise that the measures of a construct should be tightly connected (Ghozali and Latan, 2015). As a guide, use the value of Average Variance Extracted (AVE). If the anticipated AVE value is 0.5 or higher, the construct could account for 50% or more of the item variance. The AVE value found for each variable is greater than 0.5, as shown in Table 3.

2.1.4. Discriminant Validity

Discriminant validity aims to determine whether a reflective indicator is a truly good measure of the construct, based on the idea that each indication must have a high correlation to the construct. The construct gauges should not be too closely related to one another (Ghozali and Latan, 2015). In the SmartPLS 3.0 program, the discriminant validity test was performed using the value of cross loadings and the Fornell-Larcker Criterion (Henseler et.al, 2015).

Table 4. Cross Loadings

	OC	SL	EP
AC 1	0.793	0.547	0.545

	OC	SL	EP
AC 2	0.709	0.345	0.400
AC 3	0.739	0.460	0.408
AC 4	0.830	0.472	0.616
AC 5	0.735	0.403	0.422
AC 6	0.711	0.289	0.411
AC 7	0.809	0.423	0.566
AC 8	0.767	0.363	0.474
CC 1	0.802	0.217	0.467
CC 2	0.726	0.262	0.456
CC 3	0.759	0.217	0.342
CC 4	0.725	0.384	0.493
CC 5	0.763	0.205	0.360
CC 6	0.725	0.384	0.493
CC 7	0.779	0.599	0.585
NC 1	0.772	0.450	0.612
NC 2	0.716	0.365	0.769
NC 3	0.736	0.375	0.586
SL 1	0.414	0.874	0.418
SL 2	0.327	0.740	0.271
SL 3	0.382	0.864	0.397
SL 4	0.510	0.939	0.485
SL 5	0.488	0.784	0.448
QNW 1	0.691	0.340	0.743
QNW 2	0.674	0.392	0.743
QNW 3	0.656	0.403	0.702
QNW 4	0.474	0.457	0.727
QLW 1	0.475	0.240	0.796
QLW 2	0.506	0.141	0.735
QLW 3	0.370	0.314	0.777
QLW 4	0.476	0.303	0.744
CO 1	0.491	0.234	0.749
CO 2	0.505	0.436	0.791
CO 3	0.479	0.239	0.747
PW 1	0.386	0.440	0.716
LS 1	0.437	0.439	0.721
LS 2	0.472	0.560	0.794
LS 3	0.398	0.439	0.789

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	OC	SL	EP
LS 4	0.394	0.369	0.704
FL 1	0.471	0.481	0.762
FL 2	0.590	0.361	0.819
FL 3	0.455	0.414	0.733
FL 4	0.538	0.290	0.738

Cross loadings have a larger construct correlation with the measurement item than the other constructs, with an expected value greater than 0.7. Table 4 shows that cross loadings are greater than 0.7, and construct correlation with the measurement item is higher than the other constructs, implying that each indication has a significant relationship with the construct.

Another technique to assess discriminant validity in PLS is to use the Fornell-Larcker Criterion value. If the AVE square root value of each construct is more than the correlation value between constructions and other constructs in the model, the model has strong discriminant validity values (Fornell and Larker, 1981 in Wong, 2013). As seen in Table 5, the model has a high level of discriminant validity.

Table 5. The Output of Fornell-Larcker Criterion

		Employee Performance	Organizational Commitment	Supportive Leadership
Employee Performance		0.752		
Organizational Commitment		0.678	0.756	
Supportive Leadership		0.490	0.513	0.843

2.2. The Inner Model Test

After the outside model has been tested, the inner model, or the model's predictive power, is tested. Two criteria for measuring model prediction abilities are the coefficient of determination (R²) and cross-validated redundancy (Q²).

2.2.1. Coefficient of Determination

This value is used to measure how well external structures can explain an endogenous construct's size. The projected value is between 0 and 1.

Table 6. The Coefficient of Determination

Construct	R square	R square adj
Organizational Commitment	0.263	0.248
Employee Performance	0.488	0.467

Table 6 reveals that the model's coefficient of determination (R^2) is 0.467, suggesting that the value is moderate because it is greater than 0.33, and it is categorized as strong if it is greater than 0.7. (Ghozali and Latan, 2015).

2.2.2. Cross-validated Redundancy

This value is used to determine the likelihood of a forecast being correct. The model successfully predicts some structures since the expected Q^2 value is greater than zero (Sarstedt et.al., 2017).

Table 7. The Output of Cross-validated Redundancy

	SSO	SSE	Q^2
Supportive Leadership	260.000	260.000	
Organizational Commitment	936.000	817.635	0.126
Employee Performance	1040.000	787.599	0.243

Table 7 shows that the model has a Q^2 score greater than 0, indicating that it has proper predictive relevance to the construct.

2.3. Model Fit

SmartPLS measures model fit using the Standardized Root Mean Square Residual (SRMR), which is the difference between the observed correlation and the model that states the correlation matrix. As a result, the average difference between actual and expected correlations can be used to calculate the absolute size of the (model) match criteria. When the anticipated value is less than 0.1 or 0.08, a fit criterion is used. The SRMR of this model is 0.078, indicating that it is fit, as shown in Table 8 below.

Table 8 The Values of Model Fit

	Saturated Model	Estimated Model
SRMR	0.078	0.078

2.4. Path Coefficient

After the model has been validated, path coefficient measurements between constructs are taken to establish the significance and strength of the correlation, as well as to test the hypothesis.

Table 9 The Path Coefficient

	O	M	STDEV	T Stat	P Values
SL->OC	0.513	0.542	0.115	4.466	0.000
OC->EP	0.579	0.611	0.101	5.710	0.000
SL->EP	0.193	0.171	0.146	1.322	0.187

Path coefficient values range from -1 to +1, with the closer the +1, the greater the relationship between the two constructs, and the closer the -1, the weaker the relationship, according to Hair et al. (2017). P Values less than 0.005 are used to evaluate significance, with the exception of the relationship between supportive leadership and employee performance, which has a positive effect but is not significant.

H1: Supportive Leadership has a positive impact on Organizational Commitment.

The route coefficient estimated for Supportive Leadership on Organizational Commitment is 0.513 with P values 0.0 in Table 9, showing that H1 may be accepted or Supportive Leadership has a significant positive impact on Organizational Commitment.

H2: Organizational Commitment has a positive impact on Employee Performance.

For the second hypothesis, the path coefficient found for Organizational Commitment to Employee Performance is 0.579, with P values of 0.0, indicating that H2 may be accepted or Organizational Commitment has a positive impact on Employee Performance that is substantial, as shown in table 9.

H3: Supportive Leadership has a positive impact on Employee Performance.

Table 9 reveals that the path coefficient for Supportive Leadership on Employee Performance is 0.193, with a P value of 0.187, indicating that there is insufficient evidence to accept H3 or that Supportive Leadership has a positive but insignificant impact on Employee Performance.

Table 10 The Values of Total Effect

	O	M	STDEV	T Stat	P Values
SL->OC	0.513	0.545	0.107	4.797	0.000
OC->EP	0.579	0.610	0.100	5.774	0.000
SL->EP	0.490	0.509	0.136	3.613	0.000

H4: Organizational Commitment mediates the impact of supportive leadership on employee performance.

Table 11 Specific Indirect Effect

	O	M	STDEV	T Stat	P Values
SL->OC->EP	0.297	0.329	0.073	4.093	0.000

Table 11 shows the number of the Specific Indirect Effect, the T-statistic (4.093) > 1.96 suggests that organizational commitment mediates the effect of supportive leadership on employee performance, meaning that the hypothesis of mediation effects is supported. As a result, supportive leadership's potential to improve employee performance is mediated by organizational commitment. It had a positive value, so it can be argued that by prioritizing consistency, employee performance may be improved.

This hypothesis will be examined in order to provide problem-solving solutions to aid in the growth and development of ministerial leadership in Indonesia.

1. Relationship between Supportive Leadership and Organizational Commitment

H1: Supportive Leadership has a positive impact on Organizational Commitment.

This hypothesis' acceptance shows that supportive leadership has an impact on organizational commitment. As a result, the quality of support provided by leaders can have a direct impact on the formation of organizational commitment. Because of their organizational commitment, these attractions will be able to survive in an increasingly competitive climate. The management team or leaders of the PPPPTK TK PLB office have learned that an organization that provides organizational commitment may achieve its objectives because employees are committed to doing their best work. This study's findings are similar to those of Mwesigwa, Tusiime, and Ssekiziyivu (2020), who identified a link between leadership styles and organizational commitment.

2. Relationship of Organizational Commitment with Employee Performance

H2: Organizational Commitment has a positive impact on Employee Performance.

Because the significant value of 0.000 is less than 0.05, the test results in this study indicate that there is a significant effect between organizational commitment and the performance of millennial employees at PPPPTK TK PLB. This shows that as the organization's commitment grows, so will the performance of millennial employees at PPPPTK TK PLB. This means that employees will be loyal to PPPPTK TK PLB and will not want to change jobs as a result of their high commitment to the organization, allowing them to work more focused and increase their performance. According to the responses, there is a correlation between employee performance and commitment to continuous improvement. PPPPTK TK PLB office management team recognizes that in order to improve employee performance, individuals must first commit to organizational commitment. This study's findings support those of Maryam Al-Sada, Bader Al-Esmael, and Moh. Nishat Faisal (2017), Ahmad Salahuddin (2013), Peter Lok, and John Crawford (2003), who discovered a positive effect between organizational commitment and employee performance. Employee performance can be measured by the outcomes of employees' work in the organization; with the commitment given to each millennial employee, they become motivated to work and can complete tasks on time; in addition, millennial employees can complete tasks in line with the organization's vision and mission. This suggests that when an organization's organizational commitment is high, millennial employees' performance in PPPPTK TK PLB will improve.

3. Relationship between Supportive Leadership and Employee Performance

H3: Supportive Leadership has a positive impact on Employee Performance.

The fact that this hypothesis was rejected implies that supportive leadership has a small but considerable positive impact on employee performance. As a result, it will be more difficult for an organization's leader to improve employee performance through supportive leadership. The company's management understand that supportive leadership abilities aren't the most important aspect in achieving excellent performance. The findings of this study contradict those of Afsar and Umrani (2019), who showed a strong positive and significant relationship between leadership and a variety of employee performance measures.

4. Organizational Commitment as a Mediation

H4: Organizational Commitment mediates the impact of supportive leadership on employee performance.

The adoption of this hypothesis implies that organizational commitment mediates the influence of supportive leadership on employee performance. Because the relationship between supportive leadership and employee performance has a positive but minor impact on employee performance, the organizational commitment can be said to be entirely mediated. In this study, however, just a small amount of the effect between supportive leadership and employee performance was mediated by organizational commitment. According to this study, the impact of supportive leadership on employee performance is totally mediated by organizational commitment. Organizational commitments have a positive value mediation effect, according to the findings of this study. When supportive leadership is maintained, it has a greater impact on Millenials performance.

The findings of the core model analysis are consistent with previous research aimed at promoting work performance through innovation. This study adds to the existing body of knowledge by focusing on organizational commitment. To begin with, the organization's leadership style is not the most significant component in improving employee performance. We discovered that high employee engagement to the

organization had a greater impact on employee performance. The concept is that organizational commitment is a valuable resource that motivates people to give their all in completing tasks or projects, hence leadership style must encourage employees' desire to do a good job. To meet changes in stakeholders needs, the organization must increase employee performance. Understanding the requirements of employees in general must demonstrate organizational commitment. Second, strong organizational commitment can help employees recognize the importance of their contributions to the organization, resulting in increased participation and a desire to stay with the organization. Third, I agree with Allen and Meyer (1990) that organizational commitment is critical for the organization, particularly in terms of the leadership-performance relationship. Millennials employees, according to them, work in the organization because they accrue more advantages, which prevent them from looking for another job, allowing them to deliver their best performance by generating new ideas and creativity.

4. Conclusion

Leaders are grappling with how to boost employee performance. Leaders must be innovative in their support, and committed employees must perform well and be innovative in their work lives in order to continue with the organization. This study found that supportive leadership and organizational commitment had a favorable effect on employee performance, which was the study's purpose. It also demonstrated how organizational commitment worked as a mediator between supportive leadership's effect on employee performance and organizational commitment. Supportive leadership has a favorable and significant effect on organizational commitment, according to the statistical findings of this study. Employees that are committed to the company like working there, and as a result, they pay more attention to the organization's goals and put in more effort and positive performance, which leads to them giving their best effort. The fact that the first hypothesis is correct demonstrates that supportive leadership influences organizational commitment. As a result, the level of leadership support can have a direct impact on the formation of organizational commitment. The second hypothesis, which was accepted based on statistical evidence, suggests that organizational commitment has a favorable effect on employee performance. As a result, the established organizational commitment may have a direct impact on personnel performance improvement. The fact that the third hypothesis was rejected indicates that supportive leadership has a favorable but minor impact on employee performance. As a result, it will be more difficult for an organization's leader to improve employee performance through supportive leadership. The conclusion of the fourth hypothesis states that organizational commitment mediates the influence of supportive leadership on employee performance. The organizational commitment can be stated to be entirely mediated, according to the findings of this study. This implies that supportive leadership will be unable to improve employee performance without first strengthening organizational commitment.

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