

Uncertain Supply Chain Management

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Supply chain performance: Investigating the role of compensation and organizational support in the government organization

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ABSTRACT

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This research aims to analyze the relationship between compensation and supply chain performance and to analyze the relationship between organizational support and supply chain performance at the immigration office. The research method uses a quantitative associative survey method. The analysis used in this research is partial least squares-structural equation modeling (PLS-SEM). The population of this study were senior employees of government organization or immigration offices in Indonesia and the research respondents were 467 senior employees who were selected using a simple random sampling method. Research data was obtained by distributing online questionnaires via social media. The online questionnaire contains statement items and is designed using a 7 Likert scale. The Likert scale used in this research is (1) strongly disagree, (2) disagree, (3) quite disagree, (4) Neutral, (5) quite agree, (6) agree, (7) strongly agree. Data processing uses SmartPLS 4.0 software, and the data analysis stages are testing the outer model and inner model, testing the inner model by carrying out validity tests, reliability tests while the inner model tests hypothesis or significance tests. The results of this research are that compensation has a positive and significant relationship to supply chain performance at the immigration office and organizational Support has a positive and significant relationship to supply chain performance at the immigration office. By implementing a fair and good compensation system, it will encourage supply chains to improve their performance. Supply chains will try to improve their performance because the better their performance, the supply chain will receive better compensation. Work motivation has a positive and significant effect on supply chain performance. Organizational support is very important for supply chain behavior. The organization has an obligation to develop a climate that supports consumer orientation.

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1. Introduction

In the digital era, government organizations must also pay attention to the increasingly diverse and changing needs of consumers in the digital era. Government organizations must be able to provide a personalized shopping experience and connect with consumers using different technologies such as artificial intelligence and chatbots, as well as using consumer data to adjust marketing and sales strategies. In facing logistics challenges in the digital era, government organizations must continue to innovate and adapt to technological changes and consumer needs (Purwanto & Juliana, 2022). This can be done by adopting innovative strategies and the latest technology in their supply chain management. Human resources now play an increasingly important role in the success of an organization (Haudi et al., 2022). Many organizations realize that the human element in an organization can provide a competitive advantage. They create targets, strategies, and innovations in achieving goals organization (Park et al., 2020). Therefore, human resources are one of the most vital elements for an organization.

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Human resource management cannot be separated from supply chains who are expected to perform as well as possible to achieve organizational goals. The role of human resources in an agency has a very important and strategic role and position. This can be seen from the efforts made by management to improve the performance of the agency itself in addition to increasing the efficiency and effectiveness of supply chains in achieving agency goals (Donthu & Subramanyam, 2022). An agency is founded because it has goals to achieve. In achieving its goals, each agency is influenced by the behaviour and attitudes of the people in the agency. Therefore, success in achieving these goals depends on the reliability and the ability of supply chains in operating the work units in the agency, since the agency's goals can only be achieved because of the efforts of the actors in each agency. Performance is defined as what is done or not done by supply chains. Supply chain performance is what influences how much they contribute to the organization. Performance is the result of work in terms of quality and quantity achieved by a supply chain in carrying out his duties by the responsibilities given to him. Providing compensation is one of the implementation functions of human resource management (HRM) which is related to all types of individual awards in exchange for performing organizational tasks.

Different compensation packages are used for services or remuneration given by the organizations to their workers since these workers have contributed energy and thoughts for the progress of the organizations to achieve the goals that have been set (Purwanto et al., 2023). One form of compensation is financial compensation. This compensation is simply in the form of nominal money starting from monthly salary, fixed and non-fixed allowances, overtime pay, insurance, old age security, pensions, and so on (Aboramadan & Karatepe, 2021). Compensation to supply chains must also be done fairly and appropriately. Fair and decent principles must be obtained for such payments so that the remuneration provided stimulates supply chain passion and performance. Another factor that influences the supply chain's performance at work is organizational support (Vo-Thanh et al., 2020). Organizational support is the level of supply chain trust in the organization regarding the extent to which the organization appreciates their performance and the extent of the organization repaying what they have given to the organization by preparing what they need. In this case, support from the organization is needed by supply chains. Organizational support for supply chains is very important to improve supply chain performance. The Immigration Office of Indonesia is one of the technical implementation units of immigration which is in the ranks of the Ministry of Law and Human Rights. The immigration office has an important and strategic role, especially in implementing its main tasks and functions namely as an institution that provides services both directly and indirectly to immigration applicants such as travel documents, namely Republic of Indonesia Travel Letters and Travel Letters Like Passports, immigration facilities for citizens of foreign countries, namely granting visas, residence permits and immigration status, immigration investigations and prosecution, and immigration technology systems (Utomo et al., 2023; Rivaldo et al., 2023).

Performance can influence the ongoing activities of a government organization, better performance shown by supply chains will be very helpful in the development of the organization or government organization (Rasool et al., 2021). Performance is the result of work in terms of quality and quantity achieved by a supply chain in carrying out duties (Kalogiannidis, 2021). One way to motivate them to improve supply chain performance is by providing compensation to them. It is hoped that this will create a pattern of good relations between supply chains and the government organization where supply chains will think the place where they work can understand and fulfil the life needs that trigger why they work. Compensation is something that supply chains receive instead of contributing their services to the government organization. A person will work effectively to receive appropriate compensation and compensation can motivate supply chains to further improve performance, so that productivity increases. The government organization not only excels in competition, but is also able to maintain its survival, and is even able to increase profitability and develop its business. A mutually beneficial working relationship between the government organization and supply chains is very necessary to encourage supply chain morale. Supply chains provide good performance for the progress of the government organization, while the government organization provides appropriate compensation for the performance that supply chains have given to the government organization (Paais & Pattiruhu, 2020).

Based on the results of field observations, several phenomena can be identified in supply chains. First, it appears that supply chain performance tends to decline, even though the government organization has paid more attention to them. Second, this decline in performance is reflected in the slow process of preparing work reports. Apart from that, supply chains also expressed dissatisfaction with the amount of salary they received, which was deemed not to meet their expectations. Lastly, most supply chains feel that the compensation they receive, whether in the form of salary or bonuses, is not commensurate with the quality of the work they produce. Thus, field observations indicate the need for government organizations to evaluate and improve compensation systems and motivation efforts to improve overall supply chain performance and satisfaction. In the current era of modern government organization, the approach towards supply chains has changed to consider them as valuable assets, not just tools of production. Therefore, government organizations need to create a work environment conducive environment that can provide comfort and meet supply chain needs. This is important to keep supply chain motivation high and encourage them to collaborate in achieving the government organization's vision and mission (Mayastinasari, 2022).

The role of the organization is not only limited to expecting supply chains to have high competence but also to providing full support to appreciate their performance (Manzoor et al., 2021). The way an organization shows support for supply chains can be reflected through several aspects, such as providing justice in the treatment of supply chains, supporting supply chain well-being, rewarding their contributions, and creating a safe and working environment comfortable for them. This is related to how supply chains see the extent of the organization. If a supply chain feels that the support provided by the organization is high, then the supply chain is more likely to integrate the membership in the organization into a good identity. Supply chains

can expect full support to develop potential competencies and be given a place to process the government organization's progress (Li et al., 2024). This government organization is manifested in respect for supply chain contributions to the progress of the organization, as well as attention to the lives and needs of supply chains. This is because the government organization creates a positive perception of supply chains, encourages them to feel responsible and provides positive rewards, such as improving their performance. Results of previous research on organizational support variables has a positive and significant effect on supply chain performance and research on organizational support variables has an influence positive and significant on supply chain performance towards the Government organization.

2. Literature review and Hypothesis Development

2.1 Supply chain performance

Supply chain performance is a performance regarding activities related to the flow of goods, information and funds from suppliers to final consumers (Rizani et al., 2022). Supply chain performance is measured by inventory that serves operational activities as a buffer where the inventory at each stage is related to money, it is very important that the operations of each stage are synchronized so that buffer supplies can be achieved (Jufrizen et al., 2022). General measures for evaluating efficiency are the amount of inventory turnover and the length of supply. For culinary business people, performance assessment can be used as a tool to create internal strategies running his business. Key indicators for measuring supply chain performance, namely responsiveness and efficiency. Another opinion states that performance indicators of supply chain include competitiveness, market share, profit level, product quality. Measuring supply chain performance is carried out on each activity or indicator in the government organization's supply chain. Performance measurement is needed in a government organization because the results of the measurements carried out can be used as feedback containing information regarding the success of achieving a target according to a predetermined plan. In addition, measurement results can provide detailed information on performance indicators or activities that are below government organization standards and require improvement, so that the government organization can adjust and evaluate.

2.2 Compensation

According to Elisa et al. (2022), compensation is everything received, both physical and non-physical. Compensation also means all rewards received by a worker/employee for the services or results of their work in a government organization in the form of money or goods, either directly or indirectly (Gupta & Shaw, 2014). The existence of compensation provided by the government organization to employees certainly has a positive impact that can provide benefits, both for the government organization and employees. Compensation is calculated based on job evaluation. Calculation of compensation based on job evaluation is intended to obtain compensation that is close to appropriateness and fairness. Compensation is something that employees receive in exchange for their service contributions at the government organization. In this way, compensation means not just in financial form, such as directly in the form of salary, wages, commissions and bonuses and indirectly in the form of insurance and assistance social, leave money, pension money, education, and so on but also in non-financial form (Agarwal, 2021). This form takes the form of work and work environment in the form of working conditions, status and policies. Compensation has a broader meaning than wages. Wages or salaries emphasize remuneration in nature financially. Meanwhile, compensation includes financial and non-financial remuneration. Compensation is the provision of remuneration either directly in the form of money (financial) or indirectly in the form of awards (non-financial). Providing compensation can improve work performance and motivate employees (Rizani et al., 2022). Therefore, organizational or government organization attention to rational and fair compensation arrangements is very necessary. If employees view compensation as inadequate, their work performance, motivation and job satisfaction will tend to decrease. Compensation is everything that employees receive as compensation for their work in balance with the employee's expectations to meet the need for satisfaction with the achievements they have achieved and aligned with the government organization's strategic objectives.

2.3 Perceived organizational support

According to Elisa et al. (2022), perceived organizational support is all about employees' perceptions that the organization values their contributions and cares about their well-being. When employees hold the perception that their work is valued and cared for by the organization, it will encourage employees to incorporate membership as members of the organization into their self-identity (Katz et al., 2022). Perceived organizational support is an employee's belief in the local organization's employee work which can encourage employee perceptions regarding the extent to which the organization values employee contributions and cares about their welfare. Perceptions of organizational support are the belief that the organization values the contributions of its employees through their work and show concern for well-being (Noy & Zhang, 2023). Based on the explanation of the opinions above, it can be concluded that perceptions of organizational support are all about employee perceptions which are characterized by employees' positive attitudes regarding the extent to which the organization values their contributions and cares about employee welfare (Agarwal, 2021). Perceived organizational support is a form of employee perception regarding the extent of support and attention provided by the organization. Organizations have goals and orientation, both positive and negative towards them, which will ultimately affect the appreciation of the employee's contribution and welfare. Perception of organizational support is the employee's perception regarding the extent to which the

organization values the contributions that employees make and regarding the extent to which the organization cares about the welfare of its employees.

2.4 The Relationship between Compensation and Supply chain performance

Good compensation will also have a good impact on the government organization. If compensation is provided well, supply chain performance will be better, employees will work more effectively and efficiently, increasing employee satisfaction (Votto et al., 2021). This is what drives the progress of a government organization. This shows that the higher the compensation an employee has, the better performance will be by providing optimal work results both in quality and quantity (Obrenovic et al., 2020). Government organizations that provide appropriate compensation will be able to improve work enthusiasm so that the supply chain can have good work performance. Compensation can be in the form of an increase in income, allowances, for workers who achieve targets and have work performance (Tampi et al., 2022). Providing effective compensation influences employees to be committed to the goals and mission of the organization, resulting in supply chain performance. Employees improve further and achieve maximum government organization goals. The greater the compensation a government organization provides to its employees, the greater the employees' efforts to improve their performance. The lower the compensation given to employees, even below the average set by law, the lower the performance given to the employee's government organization. This can cause the employee to move to another government organization (Katz et al., 2022). Meanwhile, if given increasing compensation, the employee will continue to provide increasing performance in the government organization without moving to another government organization positive and significant on performance. These results indicate that with an appropriate compensation policy that is accepted by employees, supply chain performance will improve Performance. Based on the above analysis, a hypothesis is created:

H₁: *Compensation has a positive and significant relationship with supply chain performance.*

2.5 The Relationship between Organizational Support and Supply chain performance

Perceived organizational support has an influence on employee performance. Organizational support will greatly influence a person's work behavior and performance. Employees who feel that their existence and performance are appreciated by the government organization will have a positive POS and this will have an impact on Employee Engagement (Teo et al., 2020). When an employee feels real support from the government organization, the employee will feel emotionally attached and feel like he has a loan to the government organization that he can repay by providing performance. This is in accordance with research results showing that organizational support significantly influences employee performance. POS as organizational support that reassures an employee that the organization where a person works can appreciate his contribution and cares about the welfare of the employee (Alqudah et al., 2022). POS is also a supporter of an organization that assesses employee contributions, pays attention to welfare, listens to complaints, pays attention to life, and treats employees fairly with the organization. According to Imran et al. (2020), organizational support is built by the organizational treatment received, such as giving salaries, promotion, job development, and participation of employees in making organizational policies. A positive organization will be able to create a positive work situation that is comfortable and conducive, so that it will improve performance. In other words, when employees feel support from an organization or government organization, they will be more responsible towards the organization or government organization, so that it will have an impact on increasing employee performance. This is supported by research results which show that there is a positive and significant impact of organizational support on employee performance (Votto et al., 2021). This is reinforced by research results that increasing POS will be able to improve employee performance. Based on the above analysis, a hypothesis is created:

H₂: *Organizational Support has a positive and significant relationship to supply chain performance.*

Fig. 1 shows the structure of the proposed study of this paper.

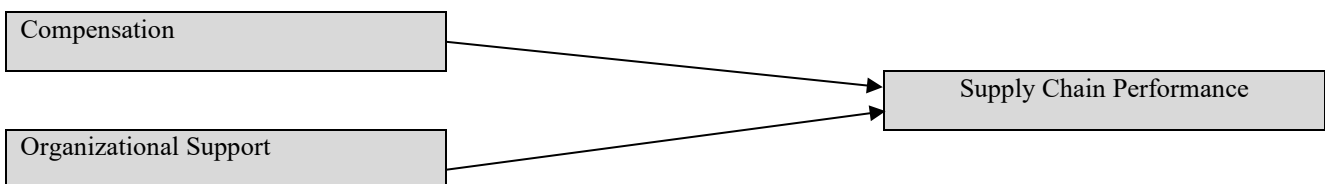


Fig. 1. The proposed study

3. Method

This research method uses a quantitative associative survey method. The analysis used in this research is partial least squares-structural equation modeling (PLS-SEM). The population of this study were senior employees of immigration offices in Indonesia and the research respondents were 467 senior employees who were selected using a simple random sampling method. Research data was obtained by distributing online questionnaires via social media. The online questionnaire contains statement items and is designed using a 7 Likert scale. The Likert scale used in this research is (1) strongly disagree, (2) disagree, (3) quite disagree, (4) Neutral, (5) quite agree, (6) agree, (7) strongly agree. Data processing uses SmartPLS 4.0

software and the data analysis stages are testing the outer model and inner model, testing the inner model by carrying out validity tests, reliability tests while the inner model tests hypothesis or significance tests.

4. Result and Discussion

4.1 Outer Model Analysis

A valid instrument means a measuring instrument used to obtain data (measure) validly. Valid means that the instrument (questionnaire) can be used to measure what it should measure. The high and low validity of the instrument show the extent to which the instrument has high validity as well outer model analysis is an evaluation of the relationship between variables and their indicators. The following is a display of the SmartPLS output results below:

Table 1
Validity and reliability testing

Variable	Item	Loading	CR	AVE
Compensation (COM)	COM1	0.821	0.865	0.776
	COM 2	0.853		
	COM 3	0.813		
Organizational support (OS)	OS1	0.832	0.823	0.719
	OS2	0.854		
	OS3	0.816		
Supply chain Performance (P)	P1	0.841	0.898	0.709
	P2	0.859		
	P3	0.819		

4.2 Convergent Validity

An indicator meets the requirements for convergent validity if the outer loading value is more than 0.70. Based on the results of the analysis, the outer loading values for all indicators were greater than 0.70 as in table 1.

4.3 Discriminant Validity

A variable meets the requirements for discriminant validity if the AVE value is greater than 0.50. Based on table 1, the AVE value for all variables is greater than 0.50, so it is concluded that all variables have good discriminant validity.

4.4 Composite Reliability

A variable has a good composite reliability value if the composite reliability value is greater than 0.70. Based on table 1, the composite reliability value for all variables is greater than 0.70, so it can be concluded that all variables have a high level of reliability.

4.5 Cronbach's Alpha

Reliability is a measuring tool for an instrument which is a tool for measuring constructs or variables. The condition for declaring an instrument item to be declared reliable is if the Cronbach's alpha value is equal to or greater than 0.600 (Cronbach's alpha ≥ 0.6), and if the value is below 0.600 then it is declared unreliable or less trustworthy. Based on Table 2, the Cronbach Alpha value is greater than 0.60 so that all variables are concluded to have high reliability.

Table 2
Cronbach's alpha testing

Variable	Item	Loading	Cronbach's alpha
Compensation (COM)	COM1	0.821	0.715
	COM 2	0.853	
	COM 3	0.813	
Organizational support (OS)	OS1	0.832	0.754
	OS2	0.854	
	OS3	0.816	
Supply chain Performance (P)	P1	0.841	0.745
	P2	0.859	
	P3	0.819	

4.6 Hypothesis Testing

The next stage is hypothesis testing or significance testing, hypothesis testing uses t statistical criteria or p value. The hypothesis is accepted if the statistical T value is greater than 1.96 or the p value is less than 0.050. The output results of data analysis are shown in Fig. 2.

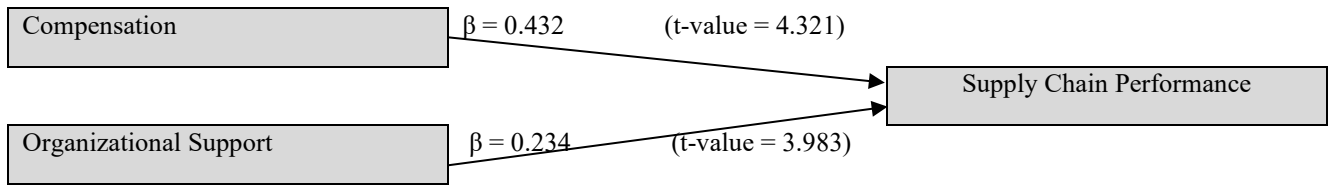


Fig. 2. Hypothesis Testing

The results of hypothesis testing on the influence of each independent variable on the dependent variable can be described as follows.

Table 3

Direct effect analysis

Hs	Path	β	<i>p</i> -value	<i>t</i> -value	supported
H_1	COM→P	0.432	0.000	4.321	Yes
H_3	OS→P	0.234	0.000	3.983	Yes

The research results have shown that compensation has a positive effect on supply chain performance. This means that supply chains have a good perception of the compensation provided. Every increase in compensation will improve supply chain performance. The greater the compensation score, the higher the performance score. According to Ismail et al. (2021), by implementing a fair and good compensation system, it is hoped that it will be able to encourage the organization's supply chains to improve their performance. If the performance evaluation system in an organization can describe the efforts and work carried out by supply chains well, we will see differences in work results between one supply chain and another. In this way, supply chains will try to improve their performance because the better their performance, the supply chain will receive better compensation compared to other supply chains (Rodríguez et al., 2020). Providing appropriate compensation, and a regular and neat wage system will improve work results and supply chain performance. This theory is based on research which states that compensation has a positive effect on performance. Apart from supply chains with low education, including unskilled labor, where they only rely on compensation, contract supply chains consider other things such as uncertain working hours each week, they only consider compensation, the higher the compensation, the more enthusiastic they will be, which will result in better performance.

The research results have also shown that compensation has a positive and significant effect on supply chain motivation and performance. The higher the level of supply chain compensation of a government organization, the better in supply chain motivation. Judging from the respondents' responses to compensation, supply chains give a good perception of the compensation provided by the government organization to supply chains (Rizani et al., 2022). In this compensation factor, the highest index value in working at the immigration office is getting health insurance and while working at the immigration office getting an employment guarantee means the government organization provides guarantees to supply chains to provide a sense of security to each supply chain. So, this is by the theory that humans work to fulfil their daily needs (Siswanto et al., 2023). If the government organization wants its supply chains motivated to carry out work, the government organization must try to meet the needs of its supply chains. The results of this research are in line with research that states that compensation has a positive effect on motivation and performance. Several requirements must be met before giving compensation to supply chains, compensation must meet the basic needs of supply chains; then, compensation must be able to form a strong relationship between supply chains and the government organization; and finally, compensation must be able to motivate supply chains to do better. Another important factor is that compensation must be fair, that is, in accordance with the contribution and value of the supply chain's work (Jufrizen et al., 2022). Furthermore, compensation should not be static, but can be adjusted to changes in supply chain conditions and achievements. Lastly, variations in forms of compensation are necessary to recognize differences in supply chain contributions and achievements (Park et al., 2020).

The results have indicated that there was a significant influence of organizational support on supply chain performance. Performance is achieved by workers or supply chains in quality and quantity by their duties and responsibilities. The government organization's development and progress include developments in industrial technology as well as advances in the government organization's operational fields (Park et al., 2020). Besides, the main impact of supply chain performance on the government organization is to achieve government organization goals. According to Rasool et al. (2021), the government organization will always strive to improve the performance of its supply chains to obtain maximum results so that the government organization's goals are achieved. By achieving the government organization's goals, its supply chains will be able to prosper. Organizational support is everything carried out by the organization towards supply chain needs to increase supply chain work motivation (Agarwal et al., 2021). In organizations, social interactions can occur in the context of individuals and their organizations. Related to this, the concept of organizational support tries to explain the interaction of individuals with the organization that is specifically studied how the organization treats individuals (its members). Job satisfaction is a collection of feelings, job satisfaction is dynamic, it can decrease and arise at any time and place (Teo et al., 2020).

5. Managerial Implications

By implementing a fair and good compensation system, it will encourage supply chains to improve their performance. Supply chains will try to improve their performance because the better their performance, the supply chain will receive better compensation. Work motivation has a positive and significant effect on supply chain performance. As this need requires a person to be more active and active in work. To achieve this, motivation is needed in doing work, because it can encourage a person to work and always want to continue his business. Therefore, supply chains who have high work motivation usually have high performance as well. Suggestions for the immigration office must have a fair and competitive compensation system. Providing compensation that is appropriate to supply chain performance will encourage them to do better and remain motivated to work at their workplace. For supply chains to earn better compensation, supply chains must be proactive in improving their skills and knowledge. Always pay attention to physical and mental health and maintain a balance between life personal and work to ensure that the best performance and well-being are maintained.

The results of this research prove that organizational support has a positive and significant effect on performance. This proves that. The government organization's contribution appreciates supply chains for the progress of the government organization, it can improve work results and help realize government organization goals. The higher the organizational support, the higher the resulting performance. The research results are in line with this research showing that organizational support has a significant effect on supply chain performance. The research results are in line with this research where organizational support does not influence supply chain performance (Gupta & Shaw, 2014). Theoretical implications show that organizational support is built by indicators of job rewards), working conditions, supply chain welfare, development and Concern. The highest contribution lies in caring for the effectiveness of a government organization's environmental conditions which act as a place for supply chains to work. This matter is supported by the large number of respondents who strongly agree with the government organization's commitment to providing support to supply chains and emphasizing that every team member has opportunities to advance their careers within the government organization. This research is based on this statement in line with the theory (Teo et al., 2020). Support from the organization and management has the potential to increase supply chain motivation. Individuals who are aligned with an organization's values tend to interact efficiently within that organization's value system, reducing levels of uncertainty and conflict, as well as increasing levels of satisfaction and performance.

Organizational support is everything that an organization does to meet supply chain needs to increase supply chain work motivation. It can be concluded that a Support Organization is how a government organization or organization appreciates supply chain contributions to the progress of the government organization and the government organization's attention to life there. In organizations, social interactions can occur in the context of individuals and their organizations. Relatedly, the concept of organizational support attempts to explain an individual's interactions with organizations that specifically study how organizations treat individuals (its members). Organizational support is seen as very important for supply chain behavior. The organization has an obligation to develop a climate that supports consumer orientation. To implement innovation in supply chain management, government organizations must adopt an integrated systemic approach. This can be done by paying attention to all aspects related to the supply chain, such as production, delivery, and inventory management. By implementing innovation in supply chain management, government organizations can strengthen their position in the market, increase customer satisfaction, and improve operational efficiency.

6. Conclusion

Based on the research results described above, it can be concluded that compensation influences supply chain performance at the Immigration office, organizational support influences supply chain performance at the Immigration office, and compensation and organizational support influence supply chain performance at the Immigration office. Based on the research results above, it can be concluded that compensation has a significant influence on supply chain performance, indicating that supply chain performance will increase with each increase of one unit in compensation. Suggestions for government organization are that government organization must have a fair and competitive compensation system. Providing compensation that is appropriate to supply chain performance will encourage them to do better and motivate employees. For supply chains to earn better compensation, supply chains must be proactive in improving their skills and knowledge. Always pay attention to physical and mental health and maintain a balance between personal and work life to ensure that we have the best performance and well-being is maintained. Future researchers are expected to study various fields or industries to understand how compensation is in the context of the workplace and look for other variables that influence supply chain performance apart from compensation, these include democratic leadership style and work environment. Organizational support is considered very important for supply chain behavior. This support is like the concern shown by leaders towards their subordinates and can also be in the form of adequate facilities and infrastructure to help supply chains carry out their work. Supply chains who get optimal support from their organization are less likely to look for another job or accept a job offer from another government organization. Supply chains can feel supported by their organization when support is provided fairly and evenly. These results are in accordance with research conducted that shows organizational support has a positive and significant effect on supply chain performance.

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