



Enhancing Employee Performance Through Organizational Support and Work Motivation: The Role of Organizational Commitment in Innovative Workplaces

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Abstract. Employee performance has a significant impact on an organization's efficacy. Although job motivation and organizational support are universally acknowledged as significant performance factors, their effects might differ depending on individuals' perceptions of the company and level of commitment. This study investigates the link between employee performance, organizational support, and job motivation, with organizational commitment acting as a mediator. 43 workers participated in a quantitative study using a causal design, using structured surveys to gather data. The data was analyzed using the SPSS to look at direct and indirect correlations between variables, mediation, and simultaneous effects. The results demonstrate that whereas job motivation significantly and favorably affects employee performance, organizational support has a significant negative direct impact. Organizational dedication also has a favorable and significant influence on performance. Furthermore, commitment mediates the positive impact of job motivation on performance, whereas organizational support indirectly reduces employee performance through organizational commitment. Support, job motivation, and organizational commitment all significantly and favorably impact employee performance when taken together. These findings theoretically advance our understanding of organizational behavior by showing that organizational support does not always translate into favorable outcomes. Too much help may be interpreted by workers as too much control, which can undermine autonomy and negatively affect productivity. Actually, this means that management needs to properly organize and communicate organizational support efforts in order to meet employee expectations. Making sure that support is appropriately perceived through open dialogue and effective communication is necessary to improve overall employee performance and increase corporate engagement.

Keywords: Organizational Support, Work Motivation, Organizational Commitment, Employee Performance.

1 INTRODUCTION

Employee performance is crucial to an organization's success, particularly in the competitive, fast-paced corporate environment of today. In order to achieve high performance, employees' level of organizational support is equally as crucial as their own abilities and competencies. Individual productivity is demonstrated by effective employee performance, which also directly aids in the accomplishment of corporate objectives [1]. To guarantee that performance is consistently high, companies must closely monitor the elements that influence it. Work motivation, organizational dedication, and organizational support are often important factors that impact performance.

The degree to which a company values its workers' contributions and shows concern for their well-being and career advancement is known as organizational support. Fair treatment, respect for one another, competitive pay, and chances for professional advancement are some ways that this support can be shown. Employees are more likely to complete tasks quickly, feel more satisfied at work, and eventually perform better overall when they believe that the company is supporting them appropriately [2].

Performance is also greatly influenced by work motivation. It stands for the inner vigor and excitement that workers bring to their jobs, motivating them to work harder, persevere through difficulties, and finish projects with commitment. Strong intrinsic motivation encourages dedication and a sense of purpose, which empowers workers to give their all at work and provide excellent results. Performance is also significantly impacted by organizational commitment. High commitment workers typically have closer emotional ties and are more invested in the company [3]. They emphasize corporate goals, maintain focus on duties, and continuously aim for better outcomes because of this sense of dedication.

Production goals at Semarang, Central Java-based PT X, a manufacturing company, were not always met between 2022 and 2024. This pattern implies that elements like organizational commitment, work motivation, and support may have an impact on PT X employees' performance [4].

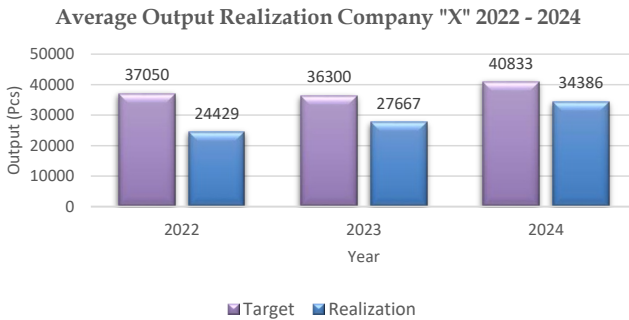


FIGURE 1. Average Output Realization PT X 2022-2024

Many individuals think that through the mediating element of organizational commitment, organizational support can positively affect employee performance both directly and indirectly. According to empirical research, workers who experience a high degree of organizational support frequently exhibit better performance, which reflects a sense of accountability, value, and recognition [5]. However, other research indicates that support may occasionally have a detrimental or negligible impact, indicating that employees' perceptions of organizational support might differ according on perception and circumstance.

Organizational commitment is also influenced by work incentive. Because motivation fosters engagement, perseverance, and determination in job completion, motivated individuals are more inclined to stay faithful to their employer and grow closer to it. However, studies also demonstrate that increased levels of commitment or engagement are not necessarily the consequence of intrinsic drive alone, highlighting the necessity of a supportive organizational environment [6].

Research indicates that workers who experience support and value are more likely to become loyal, which improves performance [7]. However, other research shows that performance is not always directly impacted by commitment, underscoring the variation across various organizational environments [8].

Additional research has shown that organizational support can enhance performance by increasing productivity and motivation. However, other study highlights that the effectiveness of assistance depends on how employees perceive and feel it, suggesting that support alone may not be sufficient to directly improve performance [9].

Based on these theoretical and empirical insights, a conceptual framework can be constructed to guide this study. This framework identifies key independent variables that influence employee performance and illustrates the relationships among organizational support, work motivation, organizational commitment, and performance, providing a foundation for the research analysis.

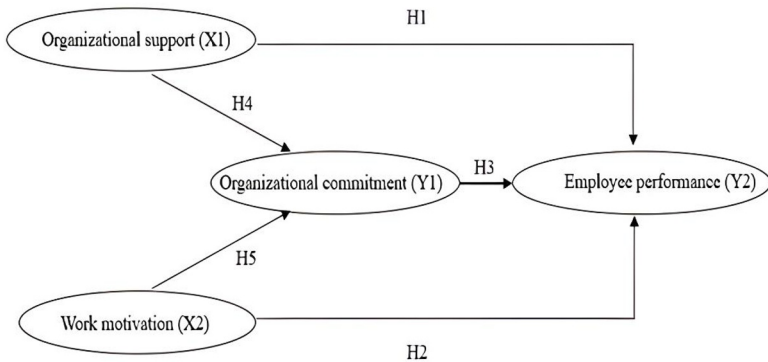


FIGURE 2. Research conceptual framework

2 METHOD

This research adopts a quantitative methodology [10] and relies on primary data obtained through structured questionnaires. The study's goal is to investigate how job motivation (X2) and organizational support (X1) affect employee performance (Y2), with organizational commitment (Y1) serving as a mediating element [11]. The study's population consists of the 75 employees of PT X's manufacturing division. A sample of forty-three respondents was selected using the Slovin algorithm [12]. Data was gathered using questionnaires using a five-point Likert scale. The SPSS program was used to examine the collected data, plus the mediation effects were evaluated using the Sobel test.

3 OUTCOME AND DISCUSSION

3.1 Respondents' Demographics

Table 1 displays the quantity of respondents who completed the survey. Sample selection based on criteria: working period, age, and highest level of education.

TABLE 1. Demographic of Respondents

No	Variable	Group	Frequency	Percentage
1	Working Period	3-6	9	20,93
		7-10	11	25,58
		11-14	15	34,88
		15-18	5	11,63
		19-22	1	2,33
		23-27	2	4,65
			43	100,00
2	Age	24-28	6	13,95
		29-33	18	41,86
		34-38	7	16,28
		39-43	4	9,30

		44-48	7	16,28
		49-53	1	2,33
			43	100,00
3	Maximum Educational Level	Senior High School	30	69,77
		Associate Degree	3	6,98
		Bachelor's Degree	10	23,26
			43	100,00

Source: Calculation from the data based on research questionnaire (2025)

According to the demographic data in Table 1, the greatest percentage of responders (34.88%) have a tenure of 11–14 years, suggesting that most employees possess substantial work experience and a solid understanding of their roles. Regarding age distribution, 41.86% of respondents are between 29 and 33 years old, placing them in the category of adult workers. In terms of educational background, the majority of employees (69.77%) are high school graduates, while 23.26% hold a bachelor’s degree, and 6.98% have completed an associate degree.

3.2 Validity Test

The research variables were subjected to a validity assessment, consisting of a total of 23 questionnaire items. The test was administered to 43 respondents, using a 5% significance level.

FIGURE 3. Validity Test

No	Indicator	Item	Calculated r	<>	r table	Remark
1	Organizational support	X1 1	0.603	>	0,301	Legitimate
		X1 2	0.709	>	0,301	Legitimate
		X1 3	0.816	>	0,301	Legitimate
		X1 4	0.791	>	0,301	Legitimate
		X1 5	0.724	>	0,301	Legitimate
		X1 6	0.745	>	0,301	Legitimate
		X1 7	0.823	>	0,301	Legitimate
		X1 8	0.620	>	0,301	Legitimate
2	Work motivation	X2 1	0.752	>	0,301	Legitimate
		X2 2	0.704	>	0,301	Legitimate
		X2 3	0.766	>	0,301	Legitimate
		X2 4	0.369	>	0,301	Legitimate
		X2 5	0.761	>	0,301	Legitimate
		X2 6	0.591	>	0,301	Legitimate
		X2 7	0.758	>	0,301	Legitimate
		X2 8	0.692	>	0,301	Legitimate
3	Organizational commitment	Y1 1	0.843	>	0,301	Legitimate
		Y1 2	0.857	>	0,301	Legitimate
		Y1 3	0.781	>	0,301	Legitimate
4	Employee performance	Y2 1	0.813	>	0,301	Legitimate
		Y2 2	0.811	>	0,301	Legitimate
		Y2 3	0.837	>	0,301	Legitimate
		Y2 4	0.482	>	0,301	Legitimate

Source: SPSS output (2025)

According to Figure 3's data, all of the variable indicators' computed r-values are greater than the study's r-table value of 0.301, indicating that every indicator satisfies the validity requirements.

3.3 Reliability Test

FIGURE 4. Reliability Test

Variable	Cronbach Alpha	Terms	Remark
Organizational support	0,873	> 0,700	Reliable
Work motivation	0,858	> 0,700	Reliable
Organizational commitment	0,762	> 0,700	Reliable
Employee performance	0,727	> 0,700	Reliable

Source: SPSS output (2025).

The results show that all variables' Cronbach's Alpha coefficients are higher than 0.700, indicating the reliability and consistency of the measuring instruments employed in this study.

3.4 Kolmogorov-Smirnov Test

FIGURE 5. Kolmogorov-Smirnov Test

		Unstandardized Residual
	N	43
Normal Parameters ^{a, b}	Mean	.000000
	Std. Deviation	1.51638816
Most Extreme Differences	Absolute	.154
	Positive	.110
	Negative	-.154
	Kolmogorov-Smirnov Z	1.011
	Asymp. Sig. (2-tailed)	.258

a. Test distribution is Normal.

b. Calculated from data.

Source: SPSS output (2025)

Figure 5 displays the findings of the normality test for the 43 samples, with a significance value of 0.258. Since the 2-tailed asymptotic significance is larger than 0.05, the One-Sample Kolmogorov-Smirnov test shows that the data satisfy the normality assumption. This demonstrates that the dataset is suitable for regression analysis and is normally distributed.

3.5 Multicollinearity Test

TABLE 2. Multicollinearity Test Result

	Model	Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Organizational support	.297	3.368
	Work motivation	.244	4.101
	Organizational commitment	.690	1.448

Source: SPSS output (2025)

Table 2 demonstrates that for each independent variable, the variance inflation factor (VIF) is less than 10 and the tolerance value is more than 0.10. This suggests that multicollinearity is absent from the regression model, and all variables satisfy the criteria for the multicollinearity assumption.

3.6 Heteroscedasticity Test

TABLE 3. Glejser Test Result

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-2.737	1.081		-2.531	.016
1 Organizational support	.100	.051	.469	1.938	.060
Work motivation	.013	.056	.063	.236	.815
Organizational commitment	-.032	.060	-.090	-.540	.592

a. Dependent Variable: ABS_RES1

Source: SPSS output (2025)

The Glejser test findings, which are displayed in Table 3, reveal that the importance values for every variable are greater than 0.05. This implies that the regression model does not contain heteroscedasticity. Additional proof that the model respects the homoscedasticity assumption is provided by the revealed t-values, standard errors, unstandardized coefficients, and significance levels.

3.7 Multiple Linear Regression Analysis

First Model. The first regression model shows that organizational support and work motivation have significant effects on employee performance.

Table 4. Multiple Linier Regression First Model

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	10.447	2.539		4.115	.000
1 Organizational support	-.365	.130	-.650	-2.801	.008
Work motivation	.533	.124	.999	4.301	.000

a. Dependent Variable: Employee performance

Source: SPSS output (2025)

Below is the multiple linear regression equation:

$$Y2 = 10,447 - 0,650X1 + 0,999X2 + e1$$

The regression equation allows for the following deductions to be made:

1. Employee Performance (Y2) is adversely impacted by Organizational Support (X1). At a significance threshold of 0.008, the regression coefficient for organizational support (β1) is less than 0.05, at -0.650. This implies that, assuming all other factors remain unchanged, a one unit increase in organizational support translates into a 0.650 unit drop in employee performance. Stated differently, a decrease in performance is linked to increased organizational support in this situation. Employee performance may be harmed as a result of their poor perception of the support they receive, which they may interpret as an overabundance of control or engagement from the company. [13][14].
2. Work Motivation (X2) has a favorable effect on Employee Performance (Y2). The regression coefficient for work motivation (β2) is 0.999, below the 0.05 limit, with a significance value of 0.000. This implies that a

one-unit increase in work motivation leads to a 0.999-unit improvement in employee performance, providing all other factors remain constant. Therefore, higher motivation among employees is directly linked to improved performance [15]. A professional attitude and positive approach to work contribute to strengthening motivation, enabling employees to achieve better results.

The analysis's greatest regression coefficient of 0.999 indicates that work motivation is the primary factor influencing employee performance. This highlights that employees' professional and positive perception of their work motivation plays a major role in enhancing their performance [16].

Second Model. The second regression model was conducted to examine the effect of organizational support, work motivation, and organizational commitment on employee performance.

TABLE 5. Second Model of Multiple Linier Regression

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	9.020	2.396		3.765	.001
1 Organizational support	-.304	.122	-.541	-2.485	.017
Work motivation	.369	.128	.691	2.878	.006
Organizational commitment	.370	.131	.404	2.829	.007

a. Dependent Variable: Employee performance

Source: SPSS output (2025)

Below is the multiple linear regression equation:

$$Y2 = 9,020 - 0,541X1 + 0,691X2 + 0,404Y1 + e2$$

The regression equation above allows for the following deductions to be made:

1. Employee Performance (Y2) is negatively impacted by Organizational Support (X1). With a significance threshold of 0.017 (< 0.05), the regression coefficient for X1 is -0.541. This implies that worse employee performance is linked to higher feelings of organizational support. Workers' opinions of organizational support show how well the company helps them, values their efforts, and looks out for their welfare. In this case, it appears that employees perceive the support negatively, possibly interpreting it as excessive control, which may reduce their performance.
2. Employee Performance (Y2) is positively impacted by Work Motivation (X2). With a significance level of 0.006 (< 0.05), the regression coefficient for X2 is 0.691. This suggests that improved employee performance is a direct result of increased work motivation. Employees' professional attitude and proactive approach at work contribute to stronger motivation, which drives them to perform at their best.
3. Employee Performance (Y2) is positively impacted by Organizational Commitment (Y1). With a significance level of 0.007 (< 0.05), the regression coefficient for Y1 is 0.404. This indicates that better employee performance is correlated with increased organizational commitment. An individual's sense of connection and belonging within the organization is reflected in their organizational commitment. When employees feel engaged and identify with their organization, they are more likely to dedicate themselves fully to their work, resulting in enhanced performance.

3.8 Hypothesis Test

TABLE 6. Hypothesis Test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	9.020	2.396		3.765	.001
1 Organizational support	-.304	.122	-.541	-2.485	.017
Work motivation	.369	.128	.691	2.878	.006

Organizational commitment	.370	.131	.404	2.829	.007
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a. Dependent Variable: Employee performance

Source: SPSS output (2025)

H1: Organizational support negatively affects employee performance.

With a t-value of -2.485 and a significance value of 0.017, the results show that Organizational Support is below the 0.05 threshold. According to the negative coefficient, there is a correlation between stronger organizational support and worse employee performance. Consequently, the idea that employee performance is positively impacted by organizational support is disproved.

H2: Work Motivation positively effects Employee Performance.

Work motivation has a t-value of 2.878 and a significance level of 0.006 (<0.05). The positive correlation shows that more job motivation directly leads to higher employee performance. Thus, it is thought that employee performance is positively impacted by job motivation.

H3: Organizational Commitment positively effects Employee Performance.

The significance threshold for Organizational Commitment is 0.007 (< 0.05), and the t-value is 2.829. The positive coefficient indicates a correlation between higher organizational commitment and better employee performance. Thus, it is thought that employee performance is greatly and favorably impacted by organizational commitment.

3.9 Simultaneous Test

TABLE 7. Simultaneous Test ANOVA^b

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	55.286	3	18.429	10.691	.000 ^a
1 Residual	67.225	39	1.724		
Total	122.512	42			

a. Predictors: (Constant), Organizational support, Work motivation, Organizational commitment

b. Dependent Variable: Employee performance

Source: SPSS output (2025)

Table 7's F-test results for the study model demonstrate that, at a significant level of 0,000 (<0.05), the calculated F value of 10.691 is more than the F-table value of 3.22. This suggests that work motivation, organizational support, and organizational commitment all significantly affect employee performance at the same time.

3.10 Coefficient of Determination Test (R²)

TABLE 8. Coefficient of Determination Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.672 ^a	.451	.409	1.313

a. Predictors: (Constant), Organizational support, Work motivation, Organizational commitment

b. Dependent Variable: Employee performance

Source: SPSS output (2025)

According to Table 11, the regression model's adjusted R2 is 0.409, meaning that the independent variables of organizational support, work motivation, and organizational commitment account for 40.90% of the variance in employee performance. Other factors not covered in this study affect the remaining 59.10% of the variance.

3.11 Sobel Test

This study used the Sobel test to investigate whether work motivation and through organizational commitment, organizational support indirectly affects employee performance. By applying the Sobel formula to determine the product of the coefficients (b1 and b2), the mediation effect was evaluated.

$$t = \frac{b1 \cdot b2}{\sqrt{b1 \cdot Se2^2 + b2Se1^2 + Se1^2 \cdot Se2^2}}$$

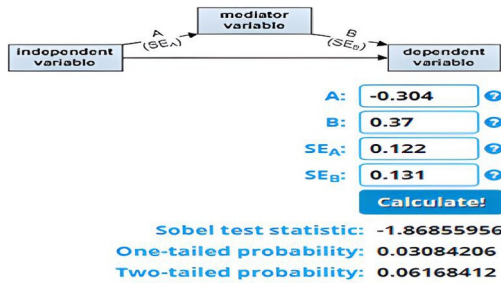


FIGURE 6. Sobel Test Results: Through organizational commitment, the impact of organizational support on employee performance

With a two-tailed probability of 0.061 and a value of -1.868, the Sobel test produced results that are above the 0.05 significance level. This implies that the relationship between organizational support and employee performance cannot be significantly mediated by organizational commitment, which does not function as a significant mediator. The specific conclusions are as follows:

1. Organizational support has a major detrimental influence on employee performance (X1 → Y2 = Significant).
2. Organizational commitment positively and significantly effects on employee performance (Y1 → Y2 = Significant).
3. When organizational support is mediated through organizational commitment, the effect on employee performance is negative but not statistically significant (X1 → Y1 → Y2 = Insignificant).

In Structural Equation Modeling (SEM), a mediation that is not statistically significant can still be discussed, particularly when the p-value is near the threshold (p = 0.061 > 0.05), which is sometimes referred to as quasi-mediation or weak mediation. The findings of the Sobel test for the first model indicate that organizational commitment is not a useful mediator of the link between organizational support and employee performance. Consequently, Hypothesis 4 is disproved.

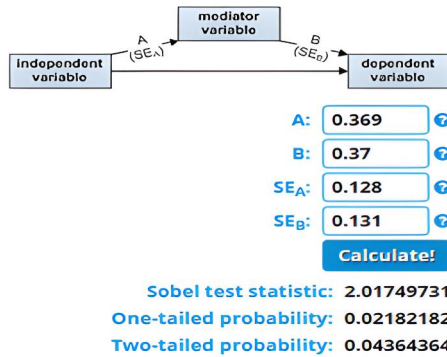


FIGURE 7. Sobel Test Results: The Impact of Employee Motivation on Organizational Commitment and Workforce Effectiveness

With a two-tailed probability of 0.043 and a value of 2.017, the Sobel test yielded results below the significance level of 0.05. This implies that organizational commitment effectively mediates the link between worker motivation and performance. The specific outcomes are outlined below:

1. work motivation is greatly enhances employee performance (X2 → Y2 = Significant).
2. Organizational commitment also greatly enhances employee performance (Y1 → Y2 = Significant).
3. When mediated by organizational commitment, work motivation continues to significantly enhances employee performance (X2 → Y1 → Y2 = Significant).

Partial mediation occurs in structural equation modeling (SEM) when both direct and indirect effects are significant. This indicates that the mediator is insufficient in explaining the relationship between the independent and dependent variables. These findings illustrate the second model's partial mediation, highlighting the critical role organizational commitment plays in mediating the link between employee performance and job motivation, even while work motivation continues to have a direct and significant impact. Thus, Hypothesis 5 is validated.

4 CONCLUSION

1. Employee performance is commonly associated with perceived organizational support (POS). However, some studies reveal a negative correlation, suggesting that employees may perceive organizational support as a signal of doubt regarding their capabilities, leading to unmet expectations and lower performance.
2. Work motivation is one of the key elements affecting employee performance. Consequently, boosting motivation is a wise strategy to raise output quality and productivity.
3. Organizational commitment has a favorable and significant influence on employee performance. This implies that employees who have a deep feeling of commitment to their employer are more driven to provide better work.
4. Analysis reveals that when organizational commitment acts as a mediator, organizational support has a detrimental impact on worker performance. However, organizational commitment does not completely moderate this link, suggesting that the kind or level of assistance offered may not be sufficient to increase commitment in a way that improves performance.
5. Organizational commitment is a powerful mediator, meaning that more motivation can lead to better performance. This is demonstrated by the positive and significant indirect impact that work motivation has on employee performance through organizational commitment.
6. Company dedication, job motivation, and support all have a good and significant influence on employee performance. These results demonstrate how important it is to have a thorough human resource management plan in order to optimize employee outcomes.

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