

THE EFFECT OF PERCEIVED ORGANIZATIONAL SUPPORT ON ASN PERFORMANCE WITH ORGANIZATIONAL COMMITMENT AS AN INTERVENING VARIABLE AT THE PERKIM DEPARTMENT OF OKU TIMUR REGENCY

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ABSTRACT: *This study investigates the relationship between Perceived Organizational Support (POS) and the performance of civil servants, examines the influence of POS on organizational commitment, and analyzes the effect of organizational commitment on employee performance. In addition, the study evaluates the mediating role of organizational commitment in explaining the relationship between POS and the performance of civil servants at the Department of Housing and Settlement Areas of East Ogan Komering Ulu Regency. A quantitative research approach was employed using a descriptive-verify design with a causal framework. The study involved all 62 civil servants working at the institution, with the entire population selected through a saturated sampling technique. Data were collected through questionnaires, observations, and documentation, while the questionnaire responses were measured using a five-point Likert scale. The data were analyzed using regression analysis and hypothesis testing. The findings demonstrate that POS has a positive and statistically significant effect on civil servant performance. POS also significantly contributes to organizational commitment, while organizational commitment has a positive and significant effect on employee performance. Furthermore, POS and organizational commitment jointly explain 67.5% of the variation in civil servant performance, as indicated by an R-Square value of 0.675. The analysis also confirms that organizational commitment functions as an intervening variable in the relationship between POS and civil servant performance. These findings indicate that organizational support contributes to improved employee performance not only through its direct influence but also by strengthening employees' commitment to the organization. Therefore, government institutions should enhance organizational support through recognition of employee contributions, attention to employee welfare, competency development opportunities, leadership support, adequate work facilities, and a conducive work environment to foster stronger organizational commitment and improve civil servant performance.*

Keywords: *Perceived Organizational Support, organizational commitment, civil servant performance, intervening variable, local government.*

ABSTRAK: *Penelitian ini bertujuan untuk menganalisis hubungan antara Perceived Organizational Support (POS) dan kinerja Aparatur Sipil Negara (ASN), menguji pengaruh POS terhadap komitmen organisasi, serta menganalisis pengaruh komitmen organisasi terhadap kinerja ASN. Penelitian ini juga mengkaji peran*

komitmen organisasi sebagai variabel intervening dalam menjelaskan hubungan antara Perceived Organizational Support dan kinerja ASN pada Dinas Perumahan dan Kawasan Permukiman Kabupaten Ogan Komering Ulu Timur. Penelitian menggunakan pendekatan kuantitatif dengan desain deskriptif-verifikatif dan kerangka hubungan kausal. Populasi penelitian mencakup seluruh ASN pada Dinas Perumahan dan Kawasan Permukiman Kabupaten Ogan Komering Ulu Timur yang berjumlah 62 pegawai, sehingga seluruh anggota populasi digunakan sebagai sampel melalui teknik sampling jenuh. Data dikumpulkan melalui kuesioner, observasi, dan dokumentasi, sedangkan instrumen penelitian menggunakan skala Likert lima tingkat. Analisis data dilakukan melalui analisis regresi dan pengujian hipotesis. Hasil penelitian menunjukkan bahwa Perceived Organizational Support berpengaruh positif dan signifikan terhadap kinerja ASN. POS juga terbukti memberikan pengaruh positif dan signifikan terhadap komitmen organisasi, sementara komitmen organisasi berpengaruh positif dan signifikan terhadap kinerja ASN. Secara simultan, POS dan komitmen organisasi mampu menjelaskan 67,5% variasi kinerja ASN, yang ditunjukkan oleh nilai R-Square sebesar 0,675. Hasil penelitian selanjutnya membuktikan bahwa komitmen organisasi berperan sebagai variabel intervening dalam hubungan antara POS dan kinerja ASN. Temuan tersebut menunjukkan bahwa dukungan organisasi dapat meningkatkan kinerja ASN tidak hanya melalui pengaruh langsung, tetapi juga melalui penguatan komitmen pegawai terhadap organisasi. Oleh karena itu, organisasi perlu meningkatkan dukungan kepada ASN melalui penghargaan terhadap kontribusi pegawai, perhatian terhadap kesejahteraan, pengembangan kompetensi, dukungan pimpinan, penyediaan fasilitas kerja yang memadai, serta penciptaan lingkungan kerja yang kondusif guna memperkuat komitmen dan meningkatkan kinerja ASN.

Kata Kunci: *Perceived Organizational Support, komitmen organisasi, kinerja ASN, variabel intervening, pemerintah daerah.*

INTRODUCTION

The implementation of bureaucratic reform in Indonesia has increased expectations for civil servants (ASN) to demonstrate professionalism, productivity, adaptability, and a strong orientation toward public service quality. These demands are reinforced by Law of the Republic of Indonesia No. 20 of 2023 concerning the State Civil Apparatus, which emphasizes merit-system governance, professional public service, employee welfare, and the digitalization and transformation of ASN management (Government of the Republic of Indonesia, 2023). Nevertheless, the implementation of bureaucratic reform continues to face challenges related to employee discipline, competence, leadership, workplace facilities, and other organizational factors that may affect ASN performance (Alfiani & Wulandari, 2024). These conditions indicate that employee performance is influenced not only by individual capabilities but also by the organizational environment and the extent to which employees perceive that their organization values and supports them. Empirical studies have demonstrated that Perceived Organizational Support is positively associated with employee performance and organizational commitment, including among employees in public-sector institutions (Astuty & Udin, 2020; Suharto & Suprpto, 2023).

One organizational factor that is particularly relevant to employee performance is Perceived Organizational Support (POS), which refers to employees' perceptions regarding the

extent to which their organization values their contributions and cares about their well-being and needs. Organizational support can be manifested through recognition of employee performance, managerial attention, opportunities for competency and career development, adequate work facilities, and a supportive work environment (Pratiwi & Muzakki, 2021; Liu et al., 2023). From the perspective of Social Exchange Theory, the relationship between employees and organizations is based on reciprocal exchanges, whereby positive treatment received from the organization encourages employees to reciprocate through positive attitudes and behaviors. When employees perceive that their organization appreciates their contributions and cares about their welfare, they are more likely to demonstrate greater commitment, engagement, responsibility, and work performance (Liu et al., 2023; Hasan et al., 2023). Empirical evidence further indicates that perceived organizational support can contribute to improved employee performance, including within public sector organizations, although the strength and mechanism of this relationship may vary according to the work context (Hasan et al., 2023; Liu et al., 2023). Accordingly, organizational support represents an important organizational mechanism for encouraging positive employee behavior and strengthening performance in public institutions that are expected to provide effective, accountable, and professional services.

The issue of organizational support is also reflected in the condition of civil servants in Indonesia. Data from the National Civil Service Agency indicate that the national civil servant professionalism index remains at a level requiring further improvement, reaching an average of 59.46 in 2023 and 59.52 in 2022. This situation indicates that a gap remains between the expected level of professionalism and the actual conditions observed across government institutions. Existing challenges include service quality, reward systems, objectivity in performance assessment, and the availability of continuous training. A similar issue can be observed at the Department of Housing and Settlement Areas of East Ogan Komering Ulu Regency (Dinas Perkim OKU Timur). Preliminary observations involving 20 of the 62 civil servants indicated differences in employees' perceptions of organizational support. Some employees perceived that organizational attention to their welfare and competency development remained inadequate, whereas others expressed more favorable perceptions. Such differences in perceived organizational support may influence employees' organizational commitment and, ultimately, their performance.

In addition to organizational support, organizational commitment constitutes another important determinant of employee performance. Organizational commitment reflects an employee's psychological attachment to the organization, demonstrated through loyalty, a sense of belonging, emotional attachment, and willingness to remain part of the institution. Employees with stronger organizational commitment tend to demonstrate greater responsibility and a stronger willingness to contribute to organizational objectives. Conversely, weak commitment may reduce employee involvement, loyalty, and productivity. Within the framework of *Social Exchange Theory*, organizational support can generate a sense of obligation among employees to reciprocate through positive attitudes and behaviors. Consequently, organizational commitment may serve as an important mechanism through which organizational support is translated into improved employee behavior and performance.

Previous studies have examined the relationships among *Perceived Organizational Support*, organizational commitment, and employee performance; however, their findings have not been entirely consistent. Several studies have reported that POS positively influences employee

performance and organizational commitment, whereas other studies suggest that POS does not necessarily produce a direct effect on performance and may instead operate through other intervening variables. Similarly, organizational commitment has been identified as a mediator in the relationship between POS and performance in several studies, although different findings have also been reported, particularly when specific dimensions of commitment are considered. Furthermore, previous research has predominantly focused on private-sector organizations, public organizations in general, or government institutions located in urban areas. Studies specifically examining the role of organizational commitment as an intervening mechanism between POS and civil servant performance within technical local government agencies remain relatively limited.

This research gap is particularly relevant in the context of Dinas Perkim OKU Timur, a local technical government agency responsible for strategic matters related to housing and settlement development. The performance of civil servants within this institution is important for ensuring the effective implementation of government programs and the delivery of quality public services. At the same time, the differences identified in employees' perceptions of organizational support highlight the need for empirical investigation into the mechanisms linking organizational support, organizational commitment, and employee performance. This study contributes to the existing literature by positioning organizational commitment as an intervening variable in the relationship between *Perceived Organizational Support* and civil servant performance and by examining this relationship within the specific context of Dinas Perkim OKU Timur. By integrating *Social Exchange Theory* with the context of bureaucratic reform and civil servant management, this study seeks to provide a more comprehensive understanding of the organizational and psychological mechanisms underlying civil servant performance.

Based on the foregoing discussion, this study aims to examine the effect of *Perceived Organizational Support* on civil servant performance, determine the influence of *Perceived Organizational Support* on organizational commitment, assess the effect of organizational commitment on civil servant performance, and investigate the role of organizational commitment as an intervening variable in the relationship between *Perceived Organizational Support* and civil servant performance at the Department of Housing and Settlement Areas of East Ogan Komerling Ulu Regency. The findings are expected to contribute to the development of human resource management literature, particularly research on organizational behavior in the public sector, while also providing empirical insights for local governments in developing human resource management practices that strengthen organizational support, employee commitment, and civil servant performance.

Perceived Organizational Support

Perceived Organizational Support (POS) refers to employees' perceptions regarding the extent to which an organization values their contributions and cares about their well-being. This concept reflects employees' beliefs that the organization appreciates their work, recognizes their contributions, and provides adequate support to enable them to perform their duties effectively. In organizational settings, POS represents an important psychological perception because employees do not only respond to the objective support provided by the organization but also to how such support is interpreted and experienced. Eisenberger et al. (2020) explain that perceived organizational support is closely associated with employees' perceptions of organizational care and appreciation, while Wójcik-Karpacz et al. (2020) demonstrate that POS is relevant to employee

performance. Thus, POS can be understood as employees' overall perception that their organization values their contributions and is concerned about their welfare.

Theoretically, Perceived Organizational Support is closely associated with Social Exchange Theory, which emphasizes reciprocal relationships between employees and organizations. When employees perceive that the organization provides attention, appreciation, assistance, and favorable working conditions, they are likely to respond through positive work attitudes and behaviors. This reciprocal process can encourage employees to demonstrate greater commitment, involvement, and willingness to contribute to organizational objectives. Empirical studies also indicate that POS has an important relationship with employee outcomes. Purwanti (2020) found that perceived organizational support is associated with employee performance, while Diana and Frianto (2021) examined POS as one of the organizational factors related to employee performance. These findings reinforce the argument that organizational support can become an important contextual factor in shaping employees' work behavior and performance.

In contemporary organizational research, POS is therefore not limited to the provision of material assistance but also encompasses recognition, concern for employee welfare, access to resources, and supportive working conditions. Prastyo (2020) highlights the importance of POS in relation to employee outcomes, while Sulistyan et al. (2021) found that organizational support can reduce work stress, although its effect on performance may operate through other mechanisms. This indicates that the consequences of POS may occur both directly and indirectly through employees' psychological and behavioral responses. In the context of this study, POS can consequently be reflected through employees' perceptions of organizational appreciation, concern for welfare, assistance in completing work, and the provision of a supportive work environment. Such support is expected to strengthen employees' positive attitudes toward the organization and subsequently contribute to stronger organizational commitment and better employee performance.

Organizational Commitment

Organizational commitment refers to the psychological attachment of employees to an organization, reflected in loyalty, identification with organizational objectives, and willingness to remain a member of the organization. Employees with strong organizational commitment tend to demonstrate greater attachment to organizational values and objectives and are more willing to contribute to organizational success. Organizational commitment is particularly important in public organizations because employees are expected to maintain consistency, responsibility, and dedication in carrying out their duties. The concept therefore represents not merely an intention to remain in an organization but also a psychological bond that encourages employees to contribute to the achievement of organizational goals. Recent empirical research supports the relevance of organizational commitment to employee performance, including studies conducted in Indonesian organizational settings.

Organizational commitment is commonly understood through three dimensions: affective commitment, continuance commitment, and normative commitment. Affective commitment reflects an employee's emotional attachment to and identification with the organization. Continuance commitment refers to employees' consideration of the costs and benefits associated with remaining in or leaving the organization. Normative commitment reflects a sense of obligation or moral responsibility to remain loyal to the organization. These three dimensions

indicate that employees may remain committed because they genuinely identify with the organization, because leaving may involve considerable personal costs, or because they feel a responsibility to remain loyal. Such dimensions provide a comprehensive framework for understanding the psychological basis of employees' relationships with their organizations.

Organizational commitment is also closely related to employee behavior and performance. Ratnasari et al. (2020) found that organizational commitment significantly influences employee performance, indicating that stronger organizational attachment can encourage employees to perform their responsibilities more effectively. Similar evidence was reported by Syaifuddin and Sumartik (2022), who examined the influence of organizational commitment on employee performance and found that commitment constitutes an important organizational factor. More recent research by Safa'Atturrizky and Ekhsan (2024) also demonstrates a positive relationship between organizational commitment and employee performance, while Lestariningsih and Rismawati (2024) found a significant relationship between organizational commitment and improved employee performance in a public-sector context. Accordingly, organizational commitment in this study represents employees' emotional attachment, willingness to remain in the organization, and sense of obligation to support organizational objectives, which may ultimately strengthen their performance.

Employee Performance

Employee performance represents the extent to which employees successfully accomplish tasks and responsibilities assigned to them in accordance with organizational standards and objectives. Performance is not limited to the final output of work but also encompasses the process through which employees complete their responsibilities. In this sense, employee performance reflects the integration of employees' abilities, skills, effort, experience, and the conditions surrounding the execution of their work. Contemporary research emphasizes that employee performance is a fundamental component of organizational effectiveness because the achievement of organizational objectives is strongly dependent on the quality of individual and collective work outcomes. Recent systematic literature also identifies employee performance as a critical factor in organizational sustainability and effectiveness (Hutahayan, 2026).

Employee performance can be evaluated through several dimensions, including **quality**, quantity, timeliness, effectiveness, and responsibility. Quality refers to the extent to which work meets established standards, while quantity concerns the amount of work completed within a specified period. Timeliness reflects employees' ability to complete tasks according to predetermined schedules, whereas effectiveness concerns the optimal utilization of available resources to achieve work objectives. In addition, employee performance can involve independence, cooperation, and the ability to fulfill responsibilities with minimal supervision. Research by Ningrum and Ningsih (2021), for example, evaluates employee performance through dimensions including quality, quantity, timeliness, cost effectiveness, need for supervision, and interpersonal impact. These dimensions demonstrate that performance is multidimensional and should not be assessed solely from the quantity of work produced.

In organizational practice, employee performance is influenced by individual capabilities as well as organizational and environmental factors. Sutanto et al. (2022) explain that employee performance encompasses both the quality and quantity of work achieved in carrying out assigned responsibilities. More recent evidence further demonstrates that quality, quantity, timeliness, and

work effectiveness remain important dimensions in evaluating employee performance (Syahputra et al., 2026). Therefore, employee performance in this study is conceptualized as the achievement of work results demonstrated by employees in carrying out their duties and responsibilities, including the quality and quantity of work, timeliness, effectiveness, and responsibility. Higher performance indicates that employees are able to utilize their capabilities and organizational resources effectively to achieve predetermined targets and contribute to the accomplishment of organizational objectives.

Framework

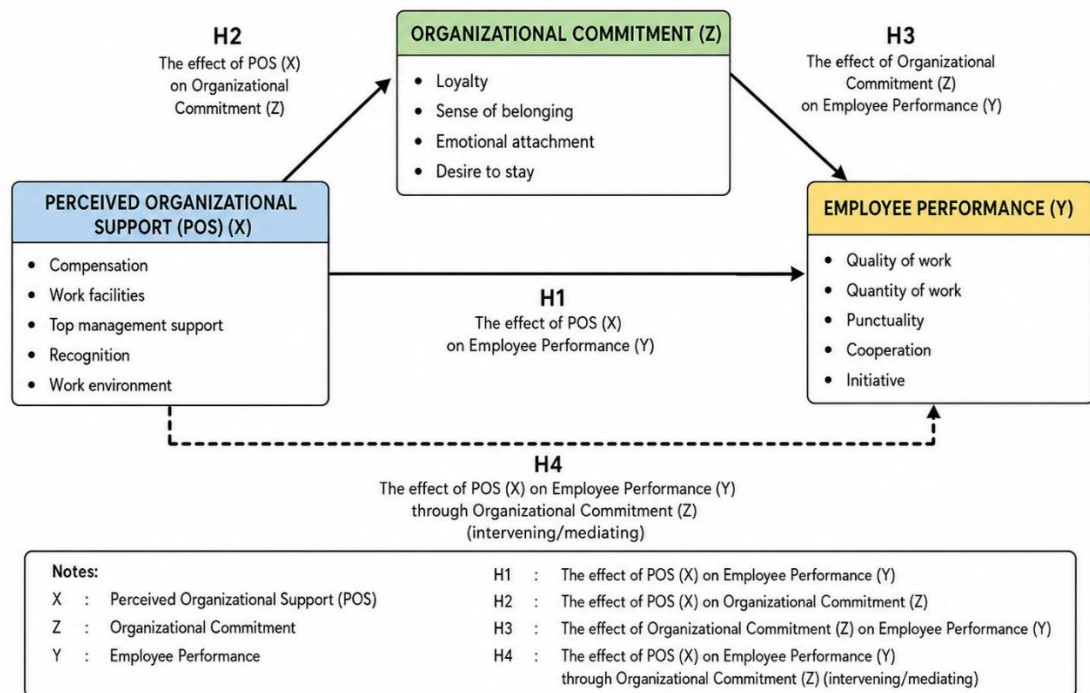


Figure 1. Framework

Hypothesis

H1: *Perceived Organizational Support* has an effect on ASN performance.

H2: *Perceived Organizational Support* has an effect on organizational commitment among ASN.

H3: Organizational commitment has an effect on ASN performance.

H4: *Perceived Organizational Support* has an effect on ASN performance through organizational commitment as an intervening variable.

RESEARCH METHODOLOGY

This study employed a quantitative approach with a descriptive-verificative research design to examine the effect of *Perceived Organizational Support* (POS) on the performance of Civil Servants (ASN), with organizational commitment serving as an intervening variable at the Housing and Settlement Area Office of East Ogan Komering Ulu Regency. The descriptive approach was used to describe the actual conditions of each research variable, while the verificative approach was applied to examine the causal relationships among the independent, intervening, and dependent variables. In the proposed research model, *Perceived Organizational Support* was positioned as the independent variable (X), organizational commitment as the intervening variable (Z), and ASN performance as the dependent variable (Y).

The data were collected through a survey using questionnaires distributed to Civil Servants at the Housing and Settlement Area Office of East Ogan Komering Ulu Regency. The study utilized primary data obtained directly from respondents to measure their perceptions, attitudes, and assessments of the variables under investigation. The research instrument employed a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree), enabling the quantitative measurement of each research indicator.

The Perceived Organizational Support variable was measured based on employees' perceptions of organizational recognition of their work contributions, concern for employee well-being, support in carrying out their duties, availability of work facilities, and opportunities for competency development. Organizational commitment was measured through employees' loyalty, sense of belonging to the organization, emotional attachment, and willingness to remain part of the organization. Meanwhile, ASN performance was measured based on work quality, work quantity, timeliness in completing tasks, teamwork, and initiative in carrying out job responsibilities.

Data analysis was conducted using Structural Equation Modeling based on the Partial Least Squares (PLS-SEM) approach. This method was selected because it enables the examination of complex relationships among latent variables and the assessment of both direct and indirect effects within a research model. PLS-SEM is also appropriate for examining mediation relationships, in which an intervening variable explains the mechanism through which an exogenous construct influences an endogenous construct (Hair et al., 2022). The analytical procedures included the assessment of the measurement model (*outer model*) through validity and reliability testing, followed by the evaluation of the structural model (*inner model*) to examine the relationships among constructs. Hypothesis testing was performed by evaluating path coefficients, *t*-statistics, and *p*-values, while the mediating effect of organizational commitment was assessed through the indirect effect between *Perceived Organizational Support* and ASN performance (Hair et al., 2022).

RESULTS AND DISCUSSION

The Effect of Perceived Organizational Support on the Performance of Civil Servants at the Department of Housing and Settlement Areas of East OKU Regency

The findings demonstrate that Perceived Organizational Support has a positive and statistically significant effect on the performance of civil servants at the Department of Housing and Settlement Areas of East OKU Regency, leading to the acceptance of H1. The regression analysis produced the equation $Y = 1.734 + 0.957X$, indicating that a one-unit increase in Perceived Organizational Support is associated with an increase of 0.957 units in civil servant performance. Furthermore, the coefficient of determination (R^2) of 0.905 indicates that 90.5% of the variation in civil servant performance can be accounted for by Perceived Organizational Support, while the remaining 9.5% is attributable to other factors not included in the research model. The partial significance test further confirms this relationship, as the *t*-value of 23.976 exceeds the critical *t*-value of 2.001, with a significance level of $0.000 < 0.05$. Therefore, the positive relationship between Perceived Organizational Support and civil servant performance is statistically significant.

These findings indicate that stronger perceptions of organizational support are associated with a greater tendency among civil servants to perform their duties and responsibilities effectively. In this study, organizational support is reflected in the extent to which the organization

demonstrates concern for employees, recognizes their contributions, assists them in completing their tasks, provides opportunities for competency development, and ensures adequate workplace facilities. This relationship can be understood through Social Exchange Theory, which conceptualizes the relationship between employees and organizations as a reciprocal exchange. When civil servants perceive that the organization values their contributions and demonstrates concern for their well-being, they are more likely to reciprocate through greater effort, responsibility, and improved work performance. Thus, organizational support not only provides practical assistance but also creates a psychological basis that encourages employees to contribute more effectively. These findings are consistent with previous studies indicating that Perceived Organizational Support can contribute to improved employee performance.

The Effect of Perceived Organizational Support on Organizational Commitment of Civil Servants at the Department of Housing and Settlement Areas of East OKU Regency

The results confirm that Perceived Organizational Support has a positive and significant effect on organizational commitment among civil servants at the Department of Housing and Settlement Areas of East OKU Regency, resulting in the acceptance of H2. The hypothesis testing produced a t-value of 10.390, which is greater than the critical t-value of 2.001, with a significance level of $0.000 < 0.05$. The regression coefficient of Perceived Organizational Support was 0.690, demonstrating that an increase in perceived organizational support is followed by an increase in organizational commitment. In addition, the coefficient of determination indicates that Perceived Organizational Support accounts for 64.3% of the variation in organizational commitment, whereas the remaining 35.7% is explained by other factors outside the research model.

These results suggest that organizational support represents an important foundation for developing employees' attachment to their organization. When civil servants receive adequate attention regarding their well-being, recognition for their contributions, appropriate workplace facilities, opportunities to develop their competencies, and support from supervisors, they are more likely to develop a stronger sense of belonging, loyalty, and willingness to remain within the organization. This finding is consistent with Organizational Support Theory, which explains that employees who believe their organization values their contributions and cares about their welfare are more likely to develop emotional attachment and commitment toward the organization. In this context, organizational support functions not merely as an administrative resource but also as a psychological stimulus that strengthens employees' relationship with the organization. The finding is also consistent with Rhoades and Eisenberger (2002), who identified a positive association between Perceived Organizational Support and organizational commitment.

The Effect of Organizational Commitment on the Performance of Civil Servants at the Department of Housing and Settlement Areas of East OKU Regency

The analysis reveals that organizational commitment has a positive and significant effect on the performance of civil servants at the Department of Housing and Settlement Areas of East OKU Regency, resulting in the acceptance of H3. The regression analysis generated the equation $Y = 2.407 + 0.956Z$. This equation indicates that a one-unit increase in organizational commitment is associated with an increase of 0.956 units in civil servant performance, assuming other variables remain constant. The R^2 value of 0.669 demonstrates that organizational commitment explains 66.9% of the variation in civil servant performance, while the remaining 33.1% is associated with other variables not examined in this study. The t-test also supports the significance of this

relationship, with a t-value of 11.002 exceeding the critical value of 2.001 and a significance level of $0.000 < 0.05$.

The findings indicate that civil servants with stronger organizational commitment tend to demonstrate greater loyalty, a stronger sense of belonging, higher responsibility, and a greater willingness to contribute to organizational objectives. Strong commitment can encourage employees to perform their duties with greater discipline, accountability, productivity, and orientation toward organizational goals. Within the Department of Housing and Settlement Areas of East OKU Regency, such commitment is particularly important because government administration and public service delivery require consistency, dedication, and seriousness in carrying out assigned responsibilities. Accordingly, stronger employee attachment to the organization can generate greater internal motivation to produce high-quality work. This finding supports the perspective of Meyer and Allen, which emphasizes that organizational commitment is closely associated with employees' work-related attitudes and behaviors, including their performance.

The Effect of Perceived Organizational Support on Civil Servant Performance through Organizational Commitment

The findings demonstrate that organizational commitment functions as an intervening variable in the relationship between Perceived Organizational Support and the performance of civil servants at the Department of Housing and Settlement Areas of East OKU Regency, resulting in the acceptance of H4. The multiple regression analysis produced the equation $Y = 9.559 + 0.215X + 0.496Z$. The regression coefficient for Perceived Organizational Support was 0.215, while the coefficient for organizational commitment was 0.496. Both coefficients have positive values, indicating that each variable contributes positively to civil servant performance. The model obtained an R^2 value of 0.675, meaning that Perceived Organizational Support and organizational commitment jointly explain 67.5% of the variation in civil servant performance. The simultaneous significance test also produced an F-value of 61.131, which exceeds the critical F-value of 3.15, with a significance level of $0.000 < 0.05$. These results confirm that the regression model has a statistically significant overall effect on civil servant performance.

The findings further indicate that organizational support can enhance civil servant performance through the development of organizational commitment. When civil servants receive attention, recognition, assistance in carrying out their duties, adequate facilities, and opportunities to improve their competencies, these forms of support can strengthen their perception that the organization values and cares about them. This perception may subsequently foster loyalty, a sense of belonging, emotional attachment, and a stronger willingness to contribute to the organization. As organizational commitment becomes stronger, civil servants are more likely to demonstrate greater productivity, accountability, and dedication in performing their duties, ultimately leading to improved performance. This mechanism is theoretically consistent with Social Exchange Theory and Organizational Support Theory, which explain that positive treatment received from an organization can generate reciprocal attitudes and behaviors from employees. The findings also support previous research by Shanock and Eisenberger (2006), Putra and Surya (2020), and Chaidir et al. (2025), which indicates that organizational commitment can serve as an important mechanism through which organizational support contributes to employee performance.

CONCLUSION

1. Perceived Organizational Support (POS) has a positive and significant effect on the performance of civil servants at the Department of Housing and Settlement Areas of East OKU Regency. Stronger organizational support in the form of recognition, attention, competency development, and work assistance is associated with higher civil servant performance.
2. Perceived Organizational Support (POS) has a positive and significant effect on organizational commitment among civil servants at the Department of Housing and Settlement Areas of East OKU Regency. Organizational support through attention, recognition, leadership support, and adequate workplace facilities contributes to stronger employee commitment.
3. Organizational Commitment has a positive and significant effect on the performance of civil servants at the Department of Housing and Settlement Areas of East OKU Regency. Higher levels of loyalty, sense of belonging, and responsibility are associated with better employee performance.
4. Organizational Commitment serves as an intervening variable in the relationship between Perceived Organizational Support and civil servant performance. This indicates that organizational support improves performance both directly and indirectly through increased organizational commitment.

IMPLICATION

1. The findings indicate that organizational support plays an important role in strengthening organizational commitment and improving civil servant performance. Therefore, human resource management should not focus solely on achieving work targets but also on developing positive employee perceptions of the organization. Attention to employee well-being, recognition, competency development, and the quality of relationships between leaders and employees is essential for fostering stronger commitment and sustainable performance.
2. This study can serve as a reference for further research on factors influencing civil servant performance. The proposed research model can be expanded by incorporating additional variables and broader research settings to provide a more comprehensive understanding of efforts to improve performance in the public sector

SUGGESTION

1. The Department is encouraged to strengthen organizational support by providing adequate work facilities, performance-based recognition, training opportunities, and effective communication between leaders and employees. These efforts are expected to strengthen organizational commitment and improve civil servant performance.
2. Employees are encouraged to strengthen their organizational commitment by maintaining loyalty, responsibility, and professionalism in performing their duties, thereby supporting effective performance and organizational goals.
3. Future studies are recommended to employ mixed methods, expand the research population across multiple government institutions, incorporate additional variables such

as job satisfaction, work motivation, organizational culture, or leadership style, and adopt a longitudinal approach to examine changes in employee performance over time.

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