

**STRATEGIES TO INCREASE ORGANIZATIONAL COMMITMENT AT THE
BOGOR CITY ENVIRONMENTAL SERVICES THRU PROGRAMS TO
STRENGTHEN PERCEIVED ORGANIZATIONAL SUPPORT, JOB
SATISFACTION, AND WORK MOTIVATION**



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Abstract

This study aims to identify strategies for increasing organizational commitment thru programs that strengthen perceived organizational support, job satisfaction, and work motivation. The research method uses a quantitative approach with a sample of 93 respondents. The respondents are civil servants holding non-managerial positions at the Bogor City Environmental Agency. The data was processed using Structural Equation Modeling (SEM). The research results indicate that perceived organizational support has a direct negative and insignificant impact on organizational commitment, but it has a positive and significant impact on job satisfaction and work motivation as mediating variables. Perceived organizational support was found to indirectly influence organizational commitment thru job satisfaction. However, perceived organizational support was not found to indirectly influence organizational commitment thru work motivation. The findings of this study confirm that perceived organizational support does not directly increase organizational commitment, but plays an important role thru increased job satisfaction. Conversely, work motivation is not an effective mediating path, so job satisfaction emerges as the main mechanism explaining how perceived organizational support can strengthen employees' commitment to the organization.

Keywords: Job Satisfaction, Organizational Commitment, Perceived Organizational Support, Work Motivation.

INTRODUCTION

Human resources (HR) are the main pillar in achieving organizational goals, both in the public and private sectors. In the context of government administration, human resources play a strategic role as the main driver in the implementation of public policies and services. Quality human resources are not only determined by technical skills, but also by attitude, commitment, and motivation to contribute optimally to the organization. Therefore, effective human resource management is a key element for improving performance, productivity, and the quality of service to the public (Wijaya et al., 2024). Public organizations are required to adapt to global dynamics such as bureaucratic modernization, the development of information technology, and the increasing complexity of societal needs. In such situations, the quality of human resource management determines the organization's ability to survive and thrive (Karimah & Misra, 2020).

Commitment to the organization is one of the crucial factors determining the success of human resource management practices. Organizational commitment describes emotional attachment, a sense of belonging, willingness to engage, and employees' desire to remain with the organization (Lutfi et al., 2022). Strong commitment encourages employees to contribute optimally, work diligently, and actively participate in various organizational activities (Wangsa & Edalmen, 2022). Additionally, high commitment is closely related to productivity, work effectiveness, and the organization's ability to achieve long-term goals (Riyanto et al., 2023; Hermawati et al., 2024). Conversely, low commitment can trigger various dysfunctional behaviors such as tardiness, absenteeism, lack of initiative, decreased service quality, and even an increased risk of turnover (Simatupang et al., 2022; Pithaloka & Ardiyanti, 2024). Thus, organizational commitment is not just a matter of loyalty, but also involves the integration of values, attitudes, and behaviors that support organizational performance.

Table 1.
Attendance Data for DLH Employees in Bogor City, 2024

Period	Total Employees	Total Absent	Percentage (%)
January	260	21	8%
February	260	11	4%
March	260	0	0%
April	259	4	2%
May	259	2	1%
June	258	2	1%
July	258	5	2%
August	253	8	3%
September	256	7	3%
October	254	4	2%
November	254	4	2%
December	251	25	10%
Total		93	36%

Source: Bogor City Environmental Agency, 2024

The phenomenon of low organizational commitment is evident at the Bogor City Environmental Agency (DLH). Based on the table above, the attendance data for the entire year of 2024 shows a high percentage of employee tardiness and absences, reflecting a lack of compliance with Government Regulation Number 94 of 2021 concerning the Discipline of Civil Servants. This condition indicates a problem with employee discipline and a weak sense of responsibility toward their obligations as Civil Servants. Additionally, a number of public complaints received thru the SIBADRA application during 2025 indicate slow public service management, with some complaints remaining unresolved for days. The slow service response reflects the low normative and affective commitment of employees in fulfilling their roles and responsibilities. A preliminary survey of 30 non-managerial employees also showed that some employees experienced problems with aspects such as working conditions, the economic value of their jobs, the perceived cost of leaving, and a sense of moral obligation to the organization. This finding reinforces the suspicion that the organization's commitment to the Bogor City Environmental Agency still needs to be improved to have an impact on increased public services.

Various previous studies have identified several important factors influencing organizational commitment, including perceived organizational support, job satisfaction, and work motivation. Perceived organizational support is employees' belief that the organization values their contributions and cares about their well-being. When employees feel positive support, they tend to have stronger emotional attachment, a greater desire to contribute, and higher loyalty to the organization (Jayanti et al., 2024; Putra et al., 2024). Conversely, a lack of support can trigger withdrawal, low motivation, and job dissatisfaction.

Additionally, job satisfaction is a significant predictor of organizational commitment. Employees who are satisfied with their jobs tend to have higher levels of pride, engagement, and loyalty (Wangsa, 2022). Research by Achmad et al. (2023) shows that job satisfaction has a strong and positive impact on organizational commitment. Factors such as work environment, career opportunities, recognition, and work facilities are important elements in shaping sustainable job satisfaction. Meanwhile, work motivation serves as both an internal and external drive that motivates individuals to work with full energy, determination, and responsibility (Baihaqy, 2024). High motivation can increase commitment and encourage employees to achieve better performance (Hadi et al., 2023; Banata et al., 2023).

Theoretically, the relationship between perceived organizational support, job satisfaction, work motivation, and organizational commitment can be explained thru Social Exchange Theory, which states that individuals reciprocate positive organizational treatment by providing greater commitment and contributions. Other perspectives, such as the Integrative Model of Organizational Behavior, also illustrate that individual mechanisms like motivation and job satisfaction mediate the influence of organizational factors on individual outcomes such as commitment and performance. Although research related to these variables has been widely conducted, studies examining the influence of perceived organizational support on organizational commitment, considering the dual mediating roles of job satisfaction and work motivation in local government agencies, particularly those handling environmental services, are still rare. Thus, there is still significant research space for further analysis.

Based on the description, this study aims to analyze the influence of perceived organizational support on organizational commitment, both directly and thru the mediation

of job satisfaction and work motivation among employees of the Bogor City Environmental Service. This research is expected to contribute theoretically to the development of public sector human resource management studies, as well as provide practical recommendations for efforts to increase employee commitment and performance through strengthening perceived organizational support, managing job satisfaction, and increasing work motivation.

REVIEW OF LITERATURE

Organizational Commitment

Organizational commitment is the extent to which individuals identify with and engage with the organization, as demonstrated by their acceptance of organizational goals, willingness to work hard for the organization, desire to maintain their membership, and unwillingness to leave the organization. The indicators used to measure commitment to the organization include :

1. The dimension of affective commitment is being emotionally attached to the organization, with indicators:
 - a. Pleasant job conditions.
 - b. Having memorable experiences.
2. The dimension of continuance commitment is an individual's desire to continue working for the organization, with indicators:
 - a. The perceived fulfillment of economic values, including salary, facilities, and others,
 - b. Difficulty in changing jobs.
3. The dimension of normative commitment is an individual's desire to continue working for the organization, with indicators:
 - a. Obligations or norms that must be obeyed.
 - b. Gratitude toward the organization.

Job Satisfaction

Job satisfaction is an emotional (affective) condition toward an individual's experience that arises from meaningful task performance, with an adequate level of autonomy and effective feedback within social relationships in the workplace, with the following indicators:

1. Pay: Salary, allowances, honorarium.
2. Job: Working conditions: facilities, challenges, job requirements.
3. Promotion Opportunities: Promotion opportunities, career development, status improvement.
4. Supervision: Good working relationships with superiors, and the provision of rewards.
5. Co-Worker: Good and responsible relationships.

Work Motivation

Work motivation is a driving force that comes from within an individual (intrinsic) or an external influence given to the individual (extrinsic), which then forms a strength within the individual that is the reason they engage in a work activity. The dimensions/indicators are as follows:

1. Intrinsic dimension, with indicators:

- a. Desire for advancement (development).
 - b. Drive for achievement (achievement).
 - c. Desire for responsibility (responsibility).
 - d. Interest.
2. Extrinsic dimension, with indicators:
 - a. Promised rewards.
 - b. Work environment.
 - c. Opportunities for improving work skills.
 - d. Recognition.

Perceived Organizational Support

Perceived organizational support is employees' perception of the organization in valuing their contributions and showing attention and care for their well-being, with the following indicators:

1. Concern for employee well-being is the organization's attention to the welfare and happiness of employees as individuals, not just as a means to achieve organizational goals.
2. Rewards are forms of financial and non-financial compensation provided by the organization to attract, retain, and motivate employees to achieve organizational goals.
3. Recognition of contributions is the acknowledgment of employee contributions.
4. Supervisor support is the supervisor's concern for the well-being of subordinates and their appreciation of their contributions to the organization.
5. Social support is the type of assistance an individual feels from others around them.

RESEARCH METHOD

This research uses a quantitative approach with a survey method aimed at explaining the causal relationship between perceived organizational support, job satisfaction, work motivation, and organizational commitment. This approach was chosen because all research variables were measured using structured instruments and analyzed statistically, allowing for objective and measurable hypothesis testing. The data used is primary data obtained directly from 93 respondents, namely non-managerial civil servants at the Bogor City Environmental Agency, whose job duties are as Operational Service Operators and Office Operational Administration. In addition to primary data, this research also uses secondary data in the form of scientific literature, organizational documents, and previous research findings as a theoretical foundation.

The type of data analyzed is quantitative data in the form of respondent answer scores on a five-point Likert-scale questionnaire, which describes their level of perception toward perceived organizational support, job satisfaction, work motivation, and organizational commitment. The questionnaire was compiled based on relevant indicators for each variable, and then distributed to respondents via Google Forms. All statement items in the research instrument have been tested for validity using Pearson's product-moment correlation and for reliability using Cronbach's Alpha coefficient. Each variable is considered to meet the criteria

for a good instrument because it has a reliability value above 0.70, as recommended in the research methodology literature.

The collected data was analyzed thru two main stages. In the first stage, descriptive statistical analysis was performed to provide an overview of the data characteristics, such as the mean, standard deviation, median, mode, and frequency distribution of each research variable. The second stage is inferential statistical analysis using the Structural Equation Modeling (SEM) approach based on Partial Least Squares (PLS) with the assistance of SmartPLS 4 software. This technique allows researchers to test measurement models and structural models simultaneously, as well as assess both direct and indirect relationships between latent variables.

In testing the measurement model, according to Ghazali (2021) and Hair et al (2021), the analysis was conducted on convergent validity thru the expected loading factor value exceeding 0.70, discriminant validity thru cross-loading values and the Fornell–Larcker criterion, and construct reliability thru the Composite Reliability value, which must be above 0.70. Additionally, the Average Variance Extracted (AVE) value is used to ensure that each construct has adequate convergent validity, with the AVE value being greater than 0.50. After the measurement model is met, testing proceeds to the structural model, which includes path coefficient analysis, t-statistics, p-values, and R-squared to assess the contribution of independent variables in explaining the dependent variable. Hypothesis testing was conducted using a bootstrapping procedure, with the significance criterion set at a p-value of < 0.05 . Here is the conceptual framework for this research:

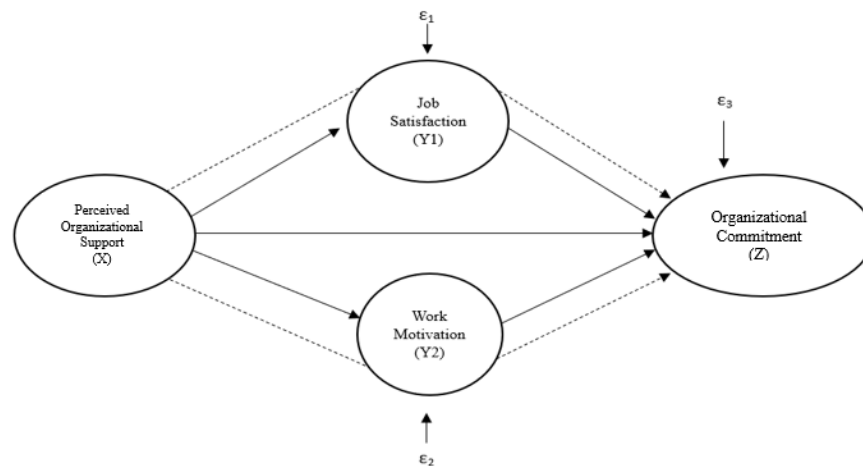


Figure 1.
Research Constellation Design

Thru these series of analysis techniques, this study examines the direct influence of perceived organizational support on job satisfaction, work motivation, and organizational commitment; the direct influence of job satisfaction and work motivation on organizational commitment; and the indirect influence of perceived organizational support on commitment thru job satisfaction and work motivation. The overall results of the analysis are used to answer the research questions and achieve the research objectives comprehensively.

RESULTS AND DISCUSSION

Hypothesis Testing

Hypothesis testing between constructs, where exogenous constructs are tested against endogenous constructs and endogenous constructs are tested against endogenous constructs, is conducted using the bootstrap resampling method developed by Geisser (Ghozali, 2021). The statistic used is the t-statistic (t-test). The application of the resampling method allows for the use of freely distributed data without requiring the assumption of normal distribution, and without the need for a large sample size.

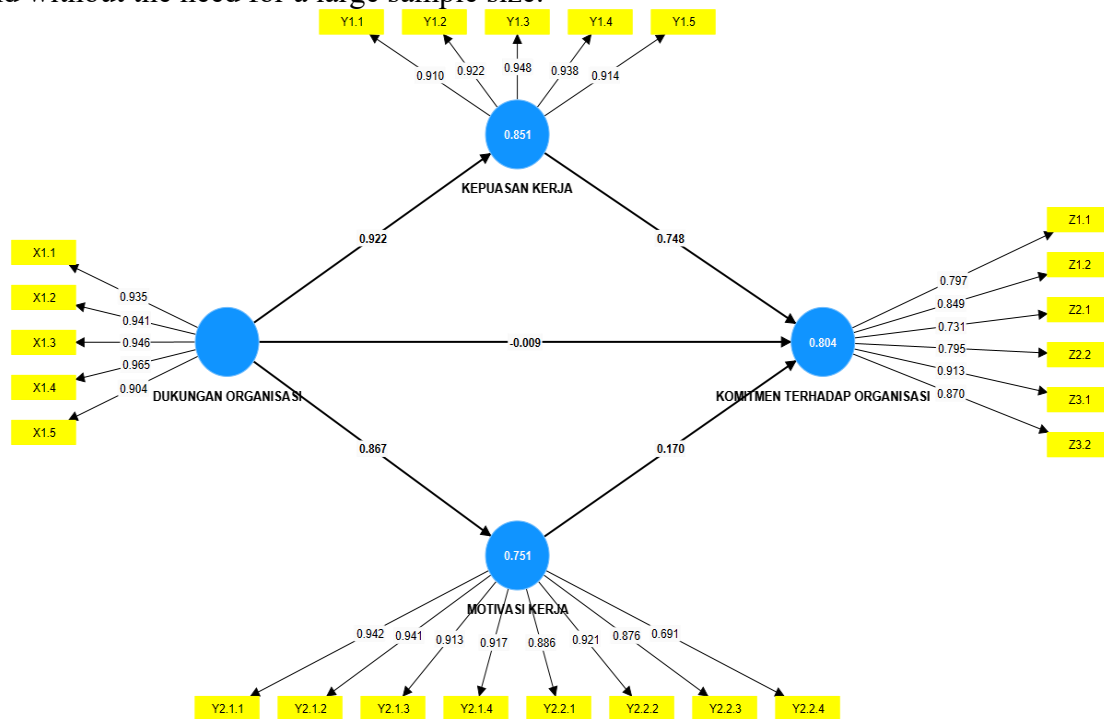


Figure 2.
Path Coefficient

The data was processed by the author using Smart PLS 4.0.

Decision-making regarding the acceptance of hypotheses in this study was based on the t-table value for a one-tailed test, which was determined to be 1.96 for a significance level of 0.05. This t-table value was then used as the cutoff value for accepting or rejecting the proposed hypotheses.

Table 2.
Hypothesis Testing

No	Variable	Original Sample (O)	T Statistics	P Values	Result
1	There is a direct negative and insignificant influence of perceived organizational support on commitment to the organization	-0.009	0.063	0.950	Rejected

No	Variable	Original Sample (O)	T Statistics	P Values	Result
2	There is a direct positive and significant influence of perceived organizational support on job satisfaction.	0.922	38.575	0.000	Accepted
3	There is a direct positive and significant influence of perceived organizational support on work motivation.	0.867	30.997	0.000	Accepted
4	There is a direct positive and significant influence of job satisfaction on commitment to the organization.	0.748	4.731	0.000	Accepted
5	There is a direct positive and insignificant influence of work motivation on commitment to the organization.	0.170	1.450	0.147	Rejected
6	There is a significant positive indirect influence of perceived organizational support on commitment to the organization thru job satisfaction.	0.690	5.02	0.000	Accepted
7	There is an insignificant positive indirect influence of perceived organizational support on commitment to the organization thru work motivation.	0.147	1.72	0.148	Rejected

Source: The data was processed by the author using Smart PLS 4.0

The Direct Influence of Perceived Organizational Support on Organizational Commitment

Direct Influence of Perceived Organizational Support on Organizational Commitment Based on the hypothesis testing results, there is a negative and non-significant direct influence of Perceived Organizational Support on Organizational Commitment, as indicated by a β value of -0.009, and a t-value smaller than the t-table value, which is $0.063 < 1.96$, meaning the result is not significant. The p-value is $0.950 > 0.05$, which also means the result is not significant.

This study shows that the relationship between indicators with the lowest correlation value is social support (X1.5) and the perceived fulfillment of economic value (Z2.1), which is 0.417. Although colleagues and supervisors provide social and emotional support, this does not directly improve economic satisfaction or the feeling that economic value is fulfilled, so employees still consider their compensation or financial rewards inadequate. Social support

has a greater impact on the emotional and normative aspects of commitment, such as moral obligation or a sense of gratitude.

This finding contradicts previous research by Lusiana et al. (2024), which found a direct influence of Perceived Organizational Support on Organizational Commitment, with $\beta=0.349$, $P<0.05$. The study population consisted of employees at PT. Wangta Agung Surabaya who had worked for at least 1 year, with educational backgrounds ranging from high school to university level and private employee status.

Relevant research indicates that the dominant contributing indicator in shaping Perceived Organizational Support is the organization's attention to all employee complaints, while the least contributing indicator is the organization's appreciation for the extra effort employees have made. Therefore, the organization's recognition of employees' extra efforts still needs attention. This can be done by providing tangible bonuses and other rewards that employees can enjoy, and it can also be done by promoting high-performing employees one rank.

The Direct Influence of Perceived Organizational Support on Job Satisfaction

Based on the results of the hypothesis test, there is a significant positive direct influence between Perceived Organizational Support and Job Satisfaction, indicated by $\beta = 0.922$, and the t-value is greater than the t-table value, which is $38.575 > 1.96$, meaning the result is significant. The p-value is $0.000 < 0.05$, which also means the result is significant. This finding supports previous research by Li et al. (2025), which stated that there is a direct influence of Perceived Organizational Support on Job Satisfaction, with $\beta=0.345$ and $P<0.05$.

Based on the results of the analysis of the relationship between indicators, Concern for employee well-being (X1.1) and Supervision (Y1.4) is 0.877. When supervisors show empathy, provide guidance, and pay attention to employee needs, job satisfaction levels increase dramatically. Caring superiors create a sense of safety, appreciation, and satisfaction among employees. The correlation between Rewards (X1.2) and Supervision (Y1.4) is 0.836. When superiors give rewards, such as direct praise or recognition, employees feel valued and satisfied with the leadership style being implemented. Supervisor support (X1.4) with Supervision (Y1.4) is 0.866. The higher the support, guidance, and attention provided by the supervisor, the higher the employee's job satisfaction with that leadership style. The correlation between recognition of contributions (X1.3) and supervision (Y1.4) is 0.843. When superiors openly acknowledge employee achievements, satisfaction with the leadership style significantly increases. Concern for employee well-being (X1.1) with Pay (Y1.1) is 0.817. When an organization cares about employee well-being by ensuring fair compensation, health benefits, and decent working facilities, employees feel that the salary they receive is appropriate and adequate. Based on the above description, it can be concluded that there is a significant positive direct influence between Perceived Organizational Support and Job Satisfaction. Strengthening all indicator relationships is predicted to increase Job Satisfaction.

The Direct Influence of Perceived Organizational Support on Work Motivation

Based on the results of the hypothesis test, there is a significant positive direct influence between Perceived Organizational Support and Work Motivation, as indicated by a β value of 0.867, and a t-value greater than the t-table value ($30.997 > 1.96$), which means the result is significant. Additionally, the p-value is $0.000 < 0.05$, which also indicates a

significant result. This finding supports previous research by Hanum (2023), which stated that there is a direct influence of Perceived Organizational Support on Work Motivation, with $\beta=0.316$ and $P<0.05$.

Based on the analysis results, it is known that the relationship between the variable indicators in the very strong category is the relationship between the indicator Recognition of contributions (X1.3) and the indicator Desire to progress (Y2.1.1), which has the highest correlation coefficient value of 0.836, meaning that the relationship between these variable indicators is the most dominant. When organizations openly acknowledge employee contributions, for example thru public appreciation, praise, or formal awards, employees become more motivated to advance and achieve. Recognition provides a sense of being valued, boosts self-confidence, and encourages employees to perform better. The indicator Recognition of contributions (X1.3) with the indicator Drive for achievement (Y2.1.2) has the highest correlation coefficient value of 0.814. Employees who feel valued will have high spirits to achieve better performance. Recognition becomes a source of motivation to work harder and achieve. Then, the relationship between the indicator Recognition of contributions (X1.3) and Work atmosphere (Y2.2.2) has a correlation coefficient of 0.810. When employees feel recognized and valued, it fosters a sense of pride, motivation, and comfort in their work. This condition significantly contributes to the creation of a harmonious, supportive, and enjoyable work environment. Based on the above description, it can be concluded that there is a significant positive direct influence between Perceived Organizational Support and Work Motivation. Strengthening all indicators of the perceived organizational support variable (except the reward indicator) is predicted to increase Work Motivation..

The Direct Influence of Job Satisfaction on Organizational Commitment

Based on the results of the hypothesis test, there is a significant positive direct influence between Job Satisfaction and Organizational Commitment, as indicated by a β value of 0.748 and a t-value greater than t-table ($4.731 > 1.96$), which means the result is significant. Additionally, the p-value is $0.000 < 0.05$, which also indicates a significant result. This finding supports previous research by Noermijati (2024) that there is a direct influence of Job Satisfaction on Organizational Commitment $\beta=0.370$, $P<0.05$.

Based on the analysis results, it is known that the relationship between the variable indicators in the very strong category is the relationship between the Pay indicator (Y1.1) and the Obligation or norm indicator that must be obeyed (Z3.1), which has a correlation coefficient value of 0.891. Employees feel that fair rewards foster a sense of responsibility to work well, cultivate high moral responsibility, and lead to greater adherence to organizational rules and norms. Then, the relationship between the Pay Indicator (Y1.1) and the indicator of Gratitude toward the organization (Z3.2) has a correlation coefficient of 0.848. When employees receive adequate salaries and compensation, they feel indebted or grateful to the organization.

Next, the relationship between the variable indicators in the very strong category is the relationship between the Promotion Opportunities indicator (Y1.3) and the Obligations or norms that must be obeyed indicator (Z3.1), which has a correlation coefficient of 0.820. Clear promotion opportunities foster a sense of employee responsibility to adhere to organizational norms. Employees feel that if they follow the rules and work well, there is reciprocity in the form of career advancement.

Then, the relationship between the variable indicators in the very strong category is the relationship between the Supervision indicator (Y1.4) and the Obligation or norms that must be obeyed indicator (Z3.1), which has a correlation coefficient of 0.821. If the quality of supervision and guidance from superiors is high, and they demonstrate fair and supportive leadership, employees will feel compelled to comply with organizational rules.

Another indicator is the relationship between the variable indicators, where the relationship between the Co-Workers indicator (Y1.5) and the indicator of Obligations or norms that must be obeyed (Z3.1) is very strong, with a correlation coefficient of 0.833. Harmonious cooperation among colleagues and a solid work environment foster a shared sense of responsibility to adhere to organizational norms.

Based on the above description, it can be concluded that there is a significant positive direct influence between job satisfaction and organizational commitment. Strengthening the indicators, namely Pay (Y1.1) with the indicator Obligations or norms that must be obeyed (Z3.1), Pay (Y1.1) with the indicator Debt of gratitude to the organization (Z3.2), Promotion Opportunities (Y1.3) with the indicator Obligations or norms that must be obeyed (Z3.1), Supervision (Y1.4) with the indicator Obligations or norms that must be obeyed (Z3.1), Co-Workers (Y1.5) with the indicator Obligations or norms that must be obeyed (Z3.1), is predicted to increase Commitment to the Organization.

The Direct Influence of Work Motivation on Organizational Commitment

Based on the results of the hypothesis test, there is a direct positive but insignificant influence between Work Motivation and Organizational Commitment, as indicated by a β value of 0.170 and a t-value smaller than the t-table, which is $1.450 < 1.96$, meaning the result is not significant. Additionally, the p-value is $0.147 > 0.05$, which also means the result is not significant. This finding contradicts Malik et al. (2024), which found a direct influence of Work Motivation on Organizational Commitment, with $\beta=0.446$, $P<0.05$. The study population was nurses at Hasanuddin University Hospital in Makassar, with educational characteristics including Diploma, Bachelor's, Master's, and other levels. Meanwhile, employment status has two types: civil servants and non-civil servants.

Based on the results of the analysis of the relationship between variable indicators, the relationship between variable indicators in the weak category is the Recognition indicator (Y2.2.4) with the indicator Having memorable experiences (Z1.2) with a correlation coefficient of 0.326. Recognition can contribute positively to work experience, but it is not the main factor that shapes memorable experiences. The relationship between other indicators is the relationship between the Recognition indicator (Y2.2.4) and the Organizational Gratitude indicator (Z3.2) with a correlation coefficient of 0.328. The recognition provided by the organization plays a role in fostering gratitude and emotional attachment among employees, but it is not a dominant factor. Based on the above description, it can be concluded that there is a direct, positive, and insignificant influence between Work Motivation and Organizational Commitment. Therefore, it is predicted that it will not be able to increase Organizational Commitment..

The Indirect Influence of Perceived Organizational Support on Organizational Commitment Thru Job Satisfaction

Based on the results of the hypothesis test, there is a significant positive indirect effect of Perceived Organizational Support on Organizational Commitment thru Job Satisfaction, as indicated by a β value of 0.675, and a t-value greater than the t-table value ($5.02 > 1.96$),

which means the result is significant. Additionally, the p-value is $0.000 < 0.05$, which also indicates a significant result. This finding supports previous research by Kurniawan et al. (2022) that there is a direct influence of Perceived Organizational Support on Organizational Commitment, with $\beta=0.944$, $P<0.05$, and other research findings by Riyanto et al. (2022) that there is a direct influence of Job Satisfaction on Organizational Commitment, with $\beta=0.769$, $P<0.05$. Based on the research results, the influence of Perceived Organizational Support on Job Satisfaction shows a significant positive direct effect between Perceived Organizational Support and Job Satisfaction, indicated by a β value of 0.922, and the t-value is greater than the t-table value, which is $38.575 > 1.96$, meaning the result is significant, and the p-value is $0.000 < 0.05$, which also means the result is significant. Meanwhile, the influence of Job Satisfaction on Organizational Commitment is indicated by a β value of 0.748, and the t-value is greater than the t-table value, which is $4.731 > 1.96$, meaning the result is significant, and the p-value is $0.000 < 0.05$, which also means the result is significant. Therefore, the indirect influence of Perceived Organizational Support on Organizational Commitment thru Job Satisfaction

The results of this study indicate that to increase Organizational Commitment, Perceived Organizational Support should be mediated by Job Satisfaction. The higher the level of Perceived Organizational Support in the form of concern for employee well-being, rewards, recognition of contributions, supervisor support, and social support, the higher Job Satisfaction will be. Increased job satisfaction ultimately encourages employees to have a higher commitment to the organization. Therefore, efforts to increase Organizational Commitment should be focused on increasing Job Satisfaction.

The Indirect Influence of Perceived Organizational Support on Organizational Commitment Thru Work Motivation

Based on the results of the hypothesis test, there is a non-significant positive indirect effect of Perceived Organizational Support on Organizational Commitment thru Work Motivation, as indicated by a β value of 0.170, and a t-value smaller than the t-table value, which is $1.450 < 1.96$, meaning the result is not significant. The p-value is $0.147 > 0.05$, which also means the result is not significant. This finding contradicts Lusiana (2024), who found a direct influence of Perceived Organizational Support on Organizational Commitment with $\beta=0.349$, $P<0.05$, and other research findings by Baihaqy et al. (2024), who found a direct influence of Work Motivation on Organizational Commitment with $\beta=0.527$, $P<0.05$. This means that Work Motivation is not an intervening variable that mediates the influence of Perceived Organizational Support on Organizational Commitment. Based on the research results, the direct effect of Perceived Organizational Support on Work Motivation shows a positive and insignificant direct effect between Perceived Organizational Support and Work Motivation, indicated by a β value of 0.867, and a t-value smaller than the t-table, which is $30.997 > 1.96$, meaning the result is significant, and the p-value is $0.000 < 0.05$, which also means the result is significant. Meanwhile, the effect of Work Motivation on Organizational Commitment is indicated by a β value of 0.170, and a t-value smaller than the t-table, which is $1.450 < 1.96$, meaning the result is not significant, and the p-value is $0.147 > 0.05$, which also means the result is not significant.

Therefore, Work Motivation is unable to mediate the influence of Perceived Organizational Support on Organizational Commitment, and Perceived Organizational Support is unable to increase Organizational Commitment. Based on the above description,

it can be concluded that there is a direct positive but insignificant influence of perceived Organizational Support on Organizational Commitment thru Work Motivation. Therefore, Perceived Organizational Support thru Work Motivation is predicted not to be able to increase Organizational Commitment.

CONCLUSION

The results of this study indicate that perceived organizational support does not have a direct impact on increasing organizational commitment, meaning that increased support from the organization does not automatically strengthen employee commitment. Nevertheless, perceived organizational support proved capable of significantly increasing employee job satisfaction and work motivation. Furthermore, job satisfaction has a positive influence on increasing commitment to the organization, making the satisfaction aspect an important factor in building employee attachment to the institution. Conversely, work motivation does not show a significant role in influencing employee commitment.

This study also found that job satisfaction acts as a mediator, strengthening the relationship between perceived organizational support and employee commitment, although the effectiveness of this mediation is not stronger than the direct influence of support on job satisfaction itself. Meanwhile, work motivation is not an effective mediating variable in the relationship between perceived organizational support and commitment because it is unable to consistently transmit positive influence. Overall, this research confirms that increased organizational commitment is more dependent on the organization's efforts to improve employee job satisfaction than simply increasing perceived organizational support or work motivation.

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