

Perceived Organizational Support (POS) and Work Discipline on the Performance of Village Officials through Organizational Commitment as a Mediating Variable

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ABSTRACT

Purpose: This study aims to analyze the effects of Perceived Organizational Support (POS) and work discipline on the performance of village apparatus, specifically examining organizational commitment as a mediating variable.

Research Method: A quantitative approach was employed, using a saturated sampling (census) of 54 village apparatus across the villages of Lune, Jambu, and Ranggo, Indonesia. Data were collected via questionnaires on a 5-point Likert scale and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM).

Results and Discussion: POS significantly enhances both apparatus performance and organizational commitment. While work discipline strongly builds commitment, it has little effect on direct performance. Furthermore, organizational commitment fails to mediate the relationship between POS, work discipline, and performance. This indicates that psychological attachment alone cannot drive optimal productivity without practical, task-related support.

Implications: Village governments must prioritize creating supportive work environments and technical capacity-building rather than relying solely on apparatus loyalty to improve public service. Future studies should employ mixed methods and incorporate broader variables, such as leadership and motivation.

Originality: This study provides novel empirical evidence that contextualizes Social Exchange Theory within rural public bureaucracy, demonstrating that the mediating efficacy of organizational commitment is neither universal nor uniform in village governance.

Keywords: perceived organizational support; work discipline; organizational commitment; apparatus performance; village government.

1. Introduction

Village governments are public sector organizations that play a crucial role in providing services to the community in an effective, efficient, and accountable manner. The quality of human resources greatly influences the success of village administration, particularly that of village officials, who are the primary implementers of public services at the village level. In general, the ideal condition within a village administration organization is a work environment that supports employees, making them feel valued, cared for, and treated fairly. Organizational support, or Perceived Organizational Support (POS), is a key factor in enhancing loyalty, motivation, and a sense of belonging to the organization. When village



officials feel that the organization cares about their well-being, needs, and contributions, they are motivated to work to the best of their ability and strengthen their commitment to the organization. Furthermore, work discipline is also a crucial aspect of village governance as it reflects village officials' adherence to rules, fulfillment of responsibilities, and precision in carrying out their duties. The ideal scenario is for village officials to arrive on time, complete tasks in accordance with procedures, and uphold ethical standards and accountability in serving the community. High levels of work discipline will help the organization achieve operational effectiveness and improve the quality of public services in the village. On the other hand, organizational commitment refers to employees' loyalty and attachment to the organization, characterized by a desire to remain part of it and to strive to achieve its goals. Ideally, village officials with high organizational commitment will demonstrate a strong sense of responsibility, a willingness to work to their full potential, and support for organizational policies that advance village governance. However, in practice, various problems persist, such as low work discipline, low employee engagement, and a weak sense of responsibility toward the organization—all of which may be influenced by a perceived lack of organizational support among village officials. These conditions can result in low organizational commitment and a decline in the quality of services provided to the community. Therefore, research on the influence of Perceived Organizational Support (POS) and work discipline on village officials through organizational commitment as a mediating variable at the Lune Village Office, the Jambu Village Office, and the Ranggo Village Office is important to determine how organizational support and work discipline can enhance the organizational commitment of village officials, thereby fostering a more professional, effective, and community-service-oriented village administration.

Performance refers to the results achieved by an individual in carrying out their duties and responsibilities in accordance with organizational goals. In government organizations, the performance of village officials is a critical factor in determining the success of public services to the community; the better the performance of employees, the more effectively organizational goals are achieved (Retnowati & Masnawati, 2023; Mahmud *et al.*, 2023; Hayat *et al.*, 2023; Jumratul *et al.*, 2025; Evi *et al.*, 2026; Amanda, 2026; Ananda & Ramadhan, 2026). Furthermore, work discipline influences performance improvement because it reflects employees' adherence to rules, punctuality, and dedication to completing tasks assigned by the organization (Sutrisno *et al.*, 2023; Rubiyanti & Sasmita, 2026). Employees with high work discipline are better able to work effectively and provide optimal service to the public. On the other hand, organizational commitment also plays a role in improving employee performance, as employees who demonstrate loyalty and attachment to the organization strive to give their best to achieve the organization's goals (John *et al.*, 2023). However, this ideal scenario has not yet been fully realized in the village government environment, where low work discipline, a lack of responsibility, and weak organizational commitment remain prevalent—factors that lead to suboptimal performance among village officials. These conditions indicate that organizational support and work discipline are critical factors that must be addressed to enhance organizational commitment and the performance of village officials at the Lune Village Office, the Jambu Village Office, and the Ranggo Village Office; thus, this study is essential to explore the relationships among these variables in greater depth.

The Lune Village Office, the Jambu Village Office, and the Ranggo Village Office are village government agencies that play a vital role in providing public services to the community in an effective, prompt, and professional manner; consequently, the success of village governance is heavily influenced



by the quality of the village officials' performance. However, current observations indicate that the performance of village officials is not yet optimal, as evidenced by persistent staff tardiness, low discipline in completing tasks, insufficient involvement in organizational activities, and suboptimal administrative services to the community. These conditions indicate low work discipline and weak organizational commitment among village officials in carrying out their duties and responsibilities. Furthermore, village officials are also suspected of not fully experiencing organizational support (Perceived Organizational Support/POS), such as attention to employee welfare, recognition for work performance, and organizational support for the work needs of village officials. Therefore, this study is important for determining the influence of Perceived Organizational Support (POS) and work discipline on the performance of village officials, with organizational commitment as a mediating variable, at the Lune Village Office, the Jambu Village Office, and the Ranggo Village Office.

Perceived Organizational Support (POS) is a key factor influencing organizational commitment and the performance of village officials in delivering public services at the Lune, Jambu, and Ranggo Village Offices. However, various issues still arise in practice, such as low loyalty among village officials, low engagement in their work, delays in completing tasks, and suboptimal service delivery to the community. These conditions are believed to be caused by low levels of perceived organizational support among village officials, including a lack of attention to employee welfare, minimal recognition of work achievements, and insufficient support for their work needs. In addition to Perceived Organizational Support (POS), work discipline is also a factor influencing organizational commitment and the performance of village officials, as some village officials still lack attendance discipline, fail to comply with work regulations, and demonstrate low accountability in completing their work. These issues are also linked to the low organizational commitment of village officials, characterized by a weak sense of belonging and loyalty to the organization. Organizational commitment in this study serves as a mediating variable, hypothesized to strengthen the relationship between Perceived Organizational Support (POS) and work discipline and the performance of village officials. Research by Retnowati & Masnawati (2023) indicates that organizational support influences improvements in employee performance, while research by John *et al.*, (2023) demonstrates that organizational commitment can serve as a mediating variable in enhancing employee performance. Therefore, this study is important for determining the influence of Perceived Organizational Support (POS) and work discipline on the performance of village officials, with organizational commitment as a mediating variable, at the Lune, Jambu, and Ranggo Village Offices.

Lack of discipline and low organizational commitment are among the key issues affecting the performance of village officials in delivering public services at the Lune, Jambu, and Ranggo Village Offices. Low work discipline is evident in continued tardiness, lack of compliance with work rules, and low accountability among village officials in completing tasks, while low organizational commitment is demonstrated by weak loyalty, attachment, and engagement of village officials toward the organization. These conditions result in public services not functioning optimally and lead to a decline in the effectiveness of village officials' work. In addition to work discipline and Perceived Organizational Support (POS), low organizational support—such as a lack of attention to employee welfare, minimal recognition of work performance, and insufficient support for work-related needs—can lead to declines in employee morale and loyalty to the organization. Research by Lestari & Ratnawati (2023) finds that organizational support positively affects organizational commitment and member performance. However, previous studies have largely focused on direct relationships between variables and have not



extensively examined organizational commitment as a mediating variable, particularly within the village government context. Therefore, this study is important for determining the influence of Perceived Organizational Support (POS) and work discipline on the performance of village officials, with organizational commitment as a mediating variable, at the Lune, Jambu, and Ranggo Village Offices.

The remainder of this paper is organized as follows. Section 2 provides a literature review and hypothesis development. Section 3 presents the research method and design. Section 4 provides the results and discussion. Section 5 presents Concluding Remarks and Recommendations.

2. Literature Review and Hypothesis Development

2.1 Literature Review

2.1.1 Social Exchange Theory

This study uses Social Exchange Theory as its grand theory. This theory, introduced by Homans (1958) and developed by Blau (1964), explains that the relationship between individuals and organizations is built on mutually beneficial social exchange. The main concept of this theory is reciprocity—that is, the tendency of individuals to return the treatment they receive from others. In an organizational context, employees who receive support, attention, recognition, and fair treatment from the organization will respond positively through increased organizational commitment, work discipline, and performance. This perspective serves as the foundation for explaining Perceived Organizational Support (POS)—that is, employees' perceptions of the extent to which the organization values their contributions and cares about their well-being (Eisenberger *et al.*, 1986). Based on Social Exchange Theory, village officials who experience high levels of organizational support will have a stronger attachment to the organization, thereby driving increased organizational commitment, work discipline, and performance. Therefore, this theory is relevant to explaining the relationships among Perceived Organizational Support (POS), work discipline, organizational commitment, and the performance of village officials at the Lune, Jambu, and Ranggo Village Offices.

2.1.2 Perceived Organizational Support (POS)

According to Eisenberger *et al.*, (1986), Perceived Organizational Support (POS) refers to employees' perceptions of the extent to which the organization values their contributions and demonstrates concern for their well-being. Furthermore, Rhoades and Eisenberger (2002) explain that POS reflects employees' belief that the organization provides support, recognition, and fair treatment, thereby fostering positive relationships between employees and the organization. In line with this, Andriani & Sudibjo (2022) state that a high perception of organizational support can enhance employees' engagement and commitment to the organization. Based on these various perspectives, Perceived Organizational Support (POS) can be defined as an individual's perception of the attention, appreciation, and support provided by the organization to support employees' well-being and task performance.

From the perspective of Social Exchange Theory, the organizational support employees receive encourages reciprocal responses, such as more positive work attitudes and behaviors. According to Eisenberger *et al.*, (1986), POS is measured through indicators such as the organization's recognition of employee contributions, concern for employee well-being, attention to employee needs, and organizational support in helping employees complete their work. In this study, POS is positioned as a

factor influencing organizational commitment and the performance of village officials. The higher the village officials' perception of organizational support, the stronger the organizational commitment formed, and the more optimal the performance in carrying out duties and providing services to the community.

This study uses the six indicators proposed by Shore & Tetrick (1991), namely: (1) organizational recognition of employee contributions, (2) organizational attention to employee well-being, (3) organizational concern for employee satisfaction, (4) organizational attention to employee complaints and opinions, (5) the organization's willingness to assist employees when they face difficulties, and (6) the provision of recognition or rewards for employee achievements.

2.1.3 Work discipline

According to Hartati & Rukminingsih (2023), work discipline refers to the degree to which employees comply with the rules, work procedures, and responsibilities established by the organization to support the effective performance of duties. Furthermore, Suprihatin *et al.*, (2023) explain that work discipline is an employee's awareness of the need to adhere to all organizational regulations, whether related to working hours, task execution, or job responsibilities. Based on this perspective, work discipline can be defined as the attitudes and behaviors of employees that demonstrate compliance with organizational regulations to support the effective achievement of organizational goals. In the context of village governance, work discipline is crucial to the timely execution of duties, adherence to work procedures, and the fulfillment of village officials' responsibilities in providing services to the community.

According to Hartati & Rukminingsih (2023), indicators of work discipline include compliance with organizational regulations, punctuality, responsibility for one's duties, and adherence to established work procedures. Furthermore, Suprihatin *et al.*, (2023) found that work discipline positively affects employee performance, as adherence to rules and work responsibilities enhances the effectiveness of task execution. Therefore, in this study, work discipline is positioned as a variable that influences the performance of village officials both directly and through organizational commitment as a mediating variable. High levels of work discipline among village officials will drive improvements in the quality of public services, the effectiveness of task execution, and the achievement of organizational goals at the Lune, Jambu, and Ranggo Village Offices.

This study uses the 8 indicators proposed by Hasrianto *et al.*, (2025) and Hasibuan (2016): (1) goals and capabilities, (2) leadership by example, (3) rewards, (4) fairness, (5) on-the-job supervision (waskat), (6) disciplinary sanctions, (7) firmness, and (8) interpersonal relationships.

2.1.4 Organizational Commitment

According to Meyer and Allen (1991), organizational commitment is a psychological state that describes an individual's attachment to an organization and influences the desire to remain part of it. Meyer and Allen explain that organizational commitment consists of three dimensions: affective commitment, continuance commitment, and normative commitment. Affective commitment reflects an employee's emotional attachment to the organization; continuance commitment relates to considerations of benefits and consequences of leaving the organization; and normative commitment reflects a moral obligation to maintain membership in the organization. These three dimensions form the basis for explaining employees' loyalty, engagement, and willingness to contribute to achieving organizational goals.



Research by Pangaribuan & Satrya (2024) indicates that organizational commitment plays a strategic role in enhancing the performance of public sector employees. Employees with high levels of organizational commitment tend to demonstrate stronger work engagement, greater responsibility, and a stronger orientation toward achieving organizational goals. These findings align with research by Nainin & Setiani (2024), which demonstrates that organizational commitment positively and significantly affects employee performance and mediates the influence of work discipline on performance. Thus, organizational commitment is viewed as a key factor driving improvements in work quality, loyalty, and the effectiveness of employees' task execution.

In the context of village administration, organizational commitment is crucial to fostering village officials' attachment to the organization. Village officials with high organizational commitment will demonstrate greater responsibility, a willingness to remain members of the organization, and the ability to provide optimal public services. Therefore, in this study, organizational commitment is positioned as a mediating variable that explains the effects of Perceived Organizational Support (POS) and work discipline on the performance of village officials at the Lune, Jambu, and Ranggo Village Offices. This study uses the three indicators proposed by Martins *et al.*, (2022): (1) affective commitment, (2) continuance commitment, and (3) normative commitment.

2.1.5 Performance

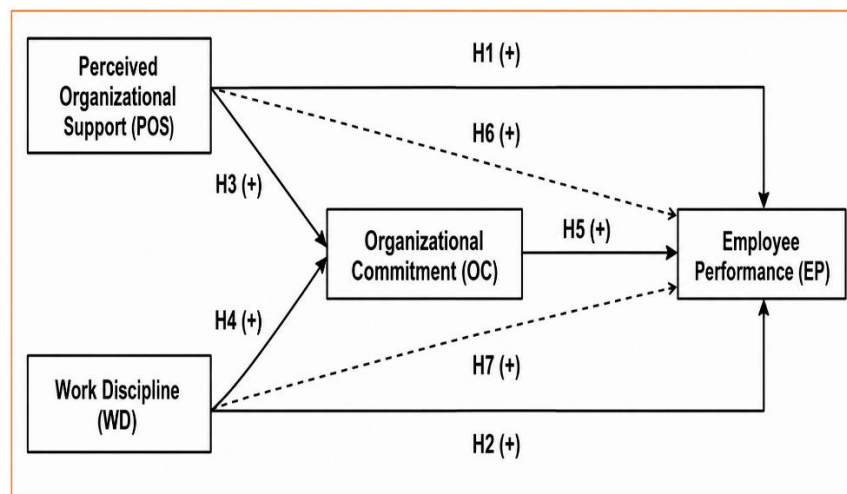
According to Mangkunegara (2017), performance refers to the results achieved by an employee—in terms of both quality and quantity—in carrying out duties in accordance with the organization's assigned responsibilities. The concept of performance emphasizes an individual's success in achieving the organization's work targets. Furthermore, research by Rismayanti *et al.*, (2023) indicates that the performance of village officials is influenced by their individual ability to carry out public service duties effectively and responsibly. The findings of this study also demonstrate that work discipline has a significant impact on improving the performance of village officials. In line with this, Wonggor & Rehaded (2024) explain that employee performance reflects the level of success in carrying out duties, as demonstrated through the achievement of work targets, the effectiveness of work execution, and the ability to fulfill organizational responsibilities. According to Mangkunegara (2017), performance indicators include work quality, work quantity, task execution, and responsibility. Work quality indicates the accuracy and quality of work results; work quantity describes the amount of work that can be completed; task execution relates to employees' ability to perform work in accordance with applicable procedures; while responsibility reflects employees' dedication to completing the tasks that are their duty. In the context of village governance, the performance of village officials can be reflected through their ability to provide services to the community, complete administrative tasks promptly, and carry out duties in accordance with applicable regulations.

In this study, performance is positioned as the dependent variable influenced by Perceived Organizational Support (POS), work discipline, and organizational commitment. Village officials who receive strong organizational support, possess high work discipline, and demonstrate strong organizational commitment tend to deliver better service to the community. Thus, performance is a key indicator for assessing the success of public service delivery at the Lune, Jambu, and Ranggo Village Offices. This study employs six indicators proposed by Putri & Abadi (2026): (1) work quality, (2) work quantity, (3) timeliness, (4) cost-effectiveness, (5) need for supervision, and (6) interpersonal impact.

2.2 Hypothesis Development

- H1:** POS Has a Positive Effect on Performance.
H2: Work Discipline Has a Positive Effect on Performance.
H3: POS positively affects organizational commitment.
H4: Work discipline has a positive effect on organizational commitment.
H5: Organizational commitment has a positive effect on performance.
H6: Organizational commitment mediates the effect of POS on performance.
H7: Organizational commitment mediates the effect of work discipline on performance.

Figure 1. Conceptual Framework



- > Direct Relationship
 -----> Indirect Relationship (Mediation)

3. Research Method

This study employs a quantitative approach to analyze the influence of Perceived Organizational Support (POS) and work discipline on the performance of village officials through organizational commitment as a mediating variable. The study population comprises all active village officials in three locations: the Lune Village Office, Jambu Village, and Ranggo Village, totaling 54 individuals, although some held multiple positions in practice. In accordance with the principles of quantitative research design, sampling was conducted using saturation or census sampling, in which all 54 members of the population were included as respondents, ensuring that the data obtained fully represented the conditions of the research subjects (Sugiyono, 2019).

Data collection was conducted comprehensively through observation, documentation, and the distribution of closed-ended questionnaires to all respondents. The measurement instruments for the variables were constructed using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). All collected empirical data were analyzed using the Partial Least Squares–Structural Equation Modeling (PLS–SEM) method in SmartPLS 3.0. The selection of PLS–SEM was deemed highly appropriate for testing complex predictive structural models, evaluating interactions among latent

variables, and examining both direct and indirect relationships, including mediation effects (Ghozali, 2021).

The PLS-SEM model evaluation process began with testing the outer model to ensure the instruments' suitability. Convergent validity was met when the factor loadings were > 0.70 and the Average Variance Extracted (AVE) was > 0.50 (Hair *et al.*, 2014), while discriminant validity was confirmed using the Fornell-Larcker criterion, cross-loading, and the Heterotrait-Monotrait (HTMT) ratio with a strict threshold of < 0.90 (Henseler & Sarstedt, 2013). Internal consistency is confirmed through Cronbach's Alpha and Composite Reliability values, which must exceed 0.70. Once the instrument is confirmed to be valid and reliable, testing proceeds to the inner model to assess structural quality through the coefficient of determination (R^2), predictive relevance (Q^2), and effect size (f^2) (Cohen, 1988). Hypothesis testing—including the mediating role of organizational commitment—was based on the bootstrapping procedure with acceptance criteria of a T-statistic > 1.96 and a P-value < 0.05 (Hair *et al.*, 2014).

Table 1. Variables and Measurements

Variables	Code	Indicators	Sources
Work Discipline (DK)	DK.1	Goals and capabilities	Hasrianto <i>et al.</i> , (2025) and Hasibuan (2016)
	DK.2	Leadership by example	
	DK.3	Rewards	
	DK.4	Fairness	
	DK.5	Internal oversight (waskat)	
	DK.6	Disciplinary sanctions	
	DK.7	Firmness	
	DK.8	Interpersonal relationships	
Employee Performance (KP)	KP.1	Work quality (quality)	Putri & Abadi (2026)
	KP.2	Work quantity (quantity)	
	KP.3	Timeliness (timeliness)	
	KP.4	Effectiveness of resource utilization	
	KP.5	Need for supervision	
	KP.6	Interpersonal relationships	
Organizational Commitment (KO)	KO.1	Affective commitment	Martins <i>et al.</i> , (2022)
	KO.2	Continuing commitment	
	KO.3	Normative commitment	
Perceived Organizational Support (POS)	POS.1	Organizational recognition of employee contributions	Shore & Tetrick (1991)
	POS.2	Organizational concern for employee well-being	
	POS.3	Organizational concern for employee satisfaction	
	POS.4	Organizational attention to employee complaints and opinions	
	POS.5	Organizational willingness to assist employees when they face difficulties	
	POS.6	Recognition or awards for employee achievements	

Source: Previous Research, 2026

4. Results and Discussion

4.1 Analysis Results

This study was conducted in three agrarian villages in Pajo Subdistrict, Dompu Regency, West Nusa Tenggara, namely Lune Village, Jambu Village, and Ranggo Village. Collectively, these three villages



cover an area of 37.35 km² and have a total population of 8,284 people, spread across 19 hamlets. The subjects of this study were all village officials in the three locations, totaling 54 people: 20 from Lune Village and 17 each from Jambu and Ranggo Villages. Given the limited number of officials, the entire population was surveyed using a census (exhaustive sampling) to analyze the quality of governance and public services in the area.

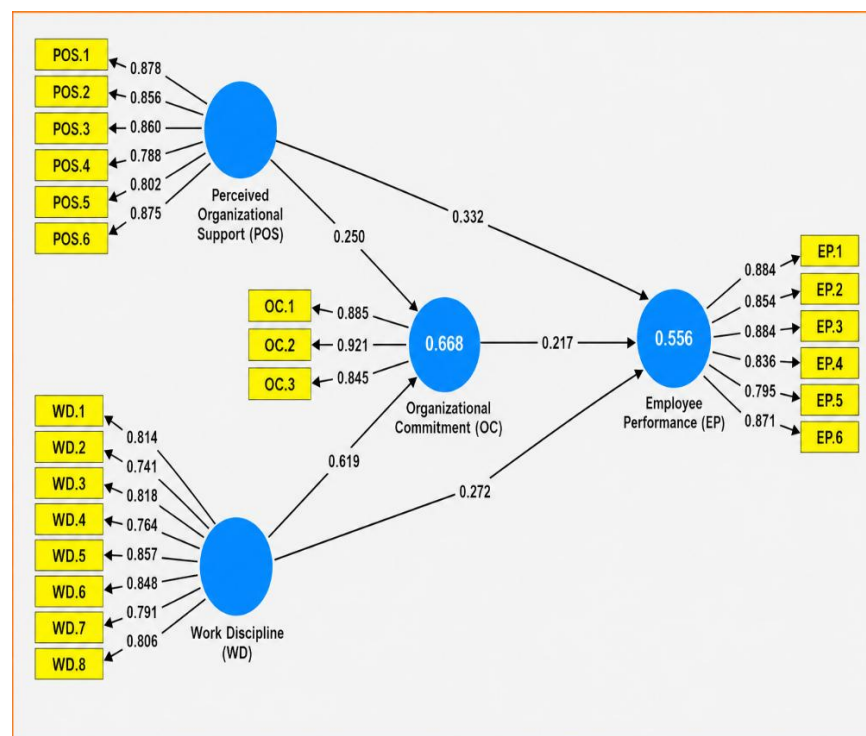
Based on the census results, the respondents' characteristics indicate that the village administration is dominated by men (81.5%) and the majority fall within the productive age range of 36–45 years (53.7%). In terms of capacity and experience, the majority of respondents held a high school diploma as their highest level of education (79.6%) and had a relatively substantial length of service, ranging from 6 to 10 years (70.4%). All of these respondents represent various strategic positions in the village government, with the largest groups being hamlet heads (35.2%) and village staff (27.8%); thus, the data collected is considered highly comprehensive and representative for measuring organizational performance.

Table 2. Profile of the Research Subjects

Village	Area Region (km ²)	Population (People)	Number of Hamlets	Number of Village Units
Lune	7.51	2.377	6	20
Jambu	14.00	2.181	5	17
Ranggo	15.84	3.726	8	17
Total	37.35	8.284	19	54

Source: Data from the Dompur Regency Central Statistics Agency (BPS), 2024

Figure 2. Path Analysis



Source: Processed Primary Data, 2026

Table 3. Results of the Measurement Model Evaluation (Outer Model)

Variables	Indicator	Outer Loading	Cronbach's Alpha	Composite Reliability (CR)	AVE
Work Discipline (DK)	DK.1	0.814	0.921	0.936	0.645
	DK.2	0.741			
	DK.3	0.818			
	DK.4	0.764			
	DK.5	0.837			
	DK.6	0.848			
	DK.7	0.791			
	DK.8	0.806			
Employee Performance (KP)	KP.1	0.884	0.926	0.942	0.730
	KP.2	0.854			
	KP.3	0.884			
	KP.4	0.836			
	KP.5	0.795			
	KP.6	0.871			
Organizational Commitment (KO)	KO.1	0.885	0.860	0.915	0.782
	KO.2	0.921			
	KO.3	0.845			
Perceived Organizational Support (POS)	POS.1	0.878	0.919	0.937	0.713
	POS.2	0.856			
	POS.3	0.860			
	POS.4	0.788			
	POS.5	0.802			
	POS.6	0.875			

Source: Processed Primary Data, 2026

The results of the measurement model evaluation (outer model) indicate that all variables—namely, Work Discipline, Employee Performance, Organizational Commitment, and Perceived Organizational Support (POS)—met the criteria for validity and reliability. This is evidenced by the outer loading values of all indicators being above 0.70, indicating that each indicator effectively reflects the construct being measured. Furthermore, the Cronbach's Alpha and Composite Reliability values for each variable exceeded 0.70, indicating good internal consistency, while the Average Variance Extracted (AVE) values for all variables were above 0.50, indicating that the constructs explained most of the variance in their respective indicators. Thus, this research instrument is valid and reliable, making it suitable for use in the next stage of analysis. These results are consistent with the views of Hair *et al.*, (Joseph Franklin Hair *et al.*, 2022), who state that a construct is said to meet convergent validity if it has an outer loading value of ≥ 0.70 and an AVE of ≥ 0.50 , while construct reliability is met if the Cronbach's Alpha and Composite Reliability values exceed 0.70.

Table 4. Discriminant Validity (Fornell-Larcker Criterion)

	DK	KP	KO	POS
Work Discipline (DK)	0.803			
Employee Performance (KP)	0.684	0.855		
Organizational Commitment (KO)	0.799	0.665	0.884	
Perceived Organizational Support (POS)	0.720	0.679	0.696	0.844

Source: Processed Primary Data, 2026



The results of the discriminant validity test using the Fornell-Larcker criteria indicate that all constructs meet the requirements for discriminant validity. This is evident from the Average Variance Extracted (AVE) values for each variable—namely, Work Discipline (0.803), Employee Performance (0.855), Organizational Commitment (0.884), and Perceived Organizational Support (0.844)—all of which are greater than the correlation coefficients between constructs. These results indicate that each variable possesses distinct characteristics and can measure its respective construct without overlapping with other constructs. Thus, the measurement model in this study exhibits good discriminant validity. These results are consistent with the view of Hair *et al.*, (Joseph Franklin Hair *et al.*, 2022), who state that discriminant validity is met when the square root of the AVE for each construct is greater than the correlation between that construct and the other constructs.

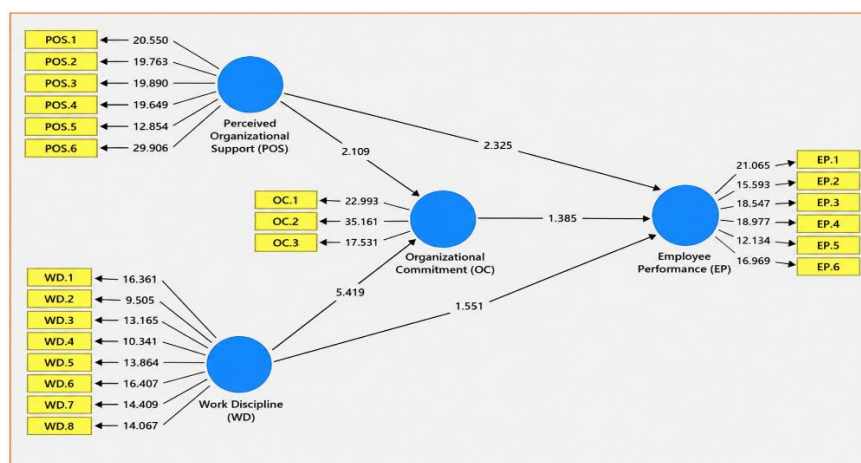
Table 5. Discriminant Validity (Heterotrait-Monotrait Ratio / HTMT)

	DK	KP	KO	POS
Work Discipline (DK)				
Employee Performance (KP)	0.736			
Organizational Commitment (KO)	0.894	0.741		
Perceived Organizational Support (POS)	0.779	0.716	0.773	

Source: Processed Primary Data, 2026

The results of the discriminant validity test using the Heterotrait-Monotrait Ratio (HTMT) method showed that all HTMT values between constructs were below the recommended threshold of 0.90. The HTMT values were 0.736 between Work Discipline and Employee Performance; 0.894 between Work Discipline and Organizational Commitment; 0.779 between Work Discipline and Perceived Organizational Support (POS); 0.741 between Employee Performance and Organizational Commitment; 0.716 between Employee Performance and POS; and 0.773 between Organizational Commitment and POS. These results indicate that each construct possesses distinct characteristics, meaning that the indicators for each variable effectively represent the concepts being measured. Thus, the measurement model in this study has met the criteria for discriminant validity based on the HTMT method. These results are consistent with Henseler *et al.*, (2015), who state that discriminant validity is considered met if the HTMT value is below 0.90.

Figure 3. Model Strength



Source: Processed Primary Data, 2026

Table 6. Evaluation of the Structural Model (Inner Model) Quality

Endogenous Variables	R-square	Q-square	Exogenous Predictor (Direction)	f-square	Effect Category
Employee Performance (EP)	0.556	0.389	DK → KP	0.052	Small
			POS → KP	0.110	Small
			KO → KP	0.035	Small
Organizational Commitment (OC)	0.668	0.498	DK → KO	0.556	Large
			POS → KO	0.091	Small

Source: Processed Primary Data, 2026

The results of the structural model evaluation (inner model) show that an R-square value of 0.556 for the Employee Performance variable indicates that Work Discipline can explain 55.6% of the variation in Employee Performance, Perceived Organizational Support (POS), and Organizational Commitment. At the same time, the remainder is influenced by other factors outside the research model. Meanwhile, the R-square value of 0.668 for Organizational Commitment indicates that Work Discipline and POS can explain 66.8% of its variation. The Q-square values for the two endogenous variables are 0.389 and 0.498, respectively, indicating that the model has good predictive power since these values are greater than zero. Furthermore, the effect size (f-square) results show that the effect of Work Discipline on Organizational Commitment falls into the large category (0.556). In contrast, the effects of Work Discipline, POS, and Organizational Commitment on Employee Performance, as well as the effect of POS on Organizational Commitment, fall into the small category. These results are consistent with Hair *et al.*, (Joseph Franklin Hair *et al.*, 2022), who state that the R-square value is used to assess the ability of exogenous constructs to explain endogenous constructs; a Q-square value greater than zero indicates that the model has predictive relevance; and f-square values of 0.02, 0.15, and 0.35 indicate small, moderate, and large effects, respectively.

Table 7. Fit Model

	Saturated Model	Estimated Model
SRMR	0.091	0.091
d_ULS	2.301	2.301
d_G	2.067	2.067
Chi-Square	499.339	499.339
NFI	0.638	0.638

Source: Processed Primary Data, 2026

The results of the model fit evaluation indicate that the Standardized Root Mean Square Residual (SRMR) for both the saturated and estimated models is 0.091. This value is close to the recommended threshold, indicating that the model has an acceptable level of fit. In addition, the values of d_ULS, d_G, Chi-Square, and the Normed Fit Index (NFI) are presented in the supporting information to evaluate model fit. An NFI value of 0.638 indicates that the model has a sufficient level of fit. However, in the PLS-SEM approach, model evaluation focuses more on predictive power and the quality of the structural model than on measures of goodness of fit. Thus, the model in this study is suitable for hypothesis testing. This is consistent with Hair *et al.*, (Joseph Franklin Hair *et al.*, 2022), who state that the SRMR is a commonly used measure of model fit in PLS-SEM, while the primary evaluation remains focused on the quality of the measurement and structural models.

Table 8. Summary of Hypothesis Testing (Direct & Indirect Effects)

Hip	Relationship Paths	Coefficient	T-Statistics	P-Values	Decision
<i>Direct Relationship</i>					
H1	POS → Employee Performance	0.332	2.325	0.020	Accepted
H2	Work Discipline → Employee Performance	0.272	1.551	0.122	Rejected
H3	POS → Organizational Commitment	0.250	2.109	0.035	Accepted
H4	Work Discipline → Organizational Commitment	0.619	5.419	0.000	Accepted
H5	Organizational Commitment → Employee Performance	0.217	1.385	0.167	Rejected
<i>Indirect Relationship (Mediation)</i>					
H6	POS → Organizational Commitment → Employee Performance	0.054	1.174	0.241	Rejected
H7	Work Discipline → Organizational Commitment → Employee Performance	0.134	1.279	0.202	Rejected

Source: Processed Primary Data, 2026

The results of the hypothesis testing show that, of the seven hypotheses proposed, three were accepted and four were rejected. The direct effects found to be significant were: Perceived Organizational Support (POS) on Employee Performance; POS on Organizational Commitment; and Work Discipline on Organizational Commitment. Meanwhile, the effects of Work Discipline and Organizational Commitment on Employee Performance were not significant. Furthermore, the results of the indirect effect tests showed that Organizational Commitment did not mediate the effects of either POS or Work Discipline on Employee Performance. Thus, it can be concluded that Organizational Commitment does not function as a mediating variable in this research model. Based on these test results, a hypothesis is accepted if it has a t-statistic > 1.96 and a p-value < 0.05 at the 5% significance level, in accordance with the criteria outlined by Hair *et al.*, (2014).

4.2 Discussion

4.2.1 The Effect of Perceived Organizational Support on Employee Performance (H1)

The results of the hypothesis testing indicate that Perceived Organizational Support (POS) has a positive and significant effect on employee performance. This is evidenced by a path coefficient of 0.332, a t-statistic of 2.325, and a p-value of 0.020, thereby confirming the first hypothesis (H1). These findings indicate that the higher the level of organizational support perceived by village officials, the higher their performance in carrying out their duties and providing services to the community. In other words, the organization's attention to well-being, recognition of contributions, and support in carrying out work can encourage village officials to work more effectively and responsibly. These research results are consistent with Social Exchange Theory, proposed by Homans (1958) and further developed by Blau (1964), which holds that the relationship between employees and the organization is based on reciprocity. When an organization provides attention, support, and fair treatment to employees, employees will reciprocate with positive work behavior, including improved performance. This explanation is also supported by Eisenberger *et al.*, (1986), who state that Perceived Organizational Support refers to employees' perception of the extent to which the organization values their

contributions and cares about their well-being. The higher an employee's perception of organizational support, the greater their motivation and sense of responsibility in achieving organizational goals.

The findings of this study also align with those of Retnowati & Masnawati (2023), which indicate that organizational support positively affects employee performance. These consistent findings suggest that organizations capable of creating a supportive work environment, providing recognition, and addressing employees' needs will foster higher-quality performance. In this study, village officials in Lune Village, Jambu Village, and Ranggo Village who felt supported by the village government tended to demonstrate greater responsibility in completing their work and in providing services to the community. Therefore, enhancing Perceived Organizational Support can be one strategy that should be maintained to improve the performance of village officials.

4.2.2 The Effect of Work Discipline on Employee Performance (H2)

The results of the hypothesis testing indicate that work discipline has a positive but insignificant effect on employee performance. This is evidenced by a path coefficient of 0.272, a t-statistic of 1.551, and a p-value of 0.122. Thus, the second hypothesis (H2), which posits that work discipline positively affects employee performance, is rejected. These findings indicate that improvements in work discipline among civil servants in Lune Village, Jambu Village, and Ranggo Village have not yet led to meaningful changes in performance. Theoretically, work discipline refers to employees' adherence to the rules, procedures, and responsibilities established by the organization. Hartati & Rukminingsih (2023) explain that work discipline reflects employees' awareness of the need to adhere to organizational regulations in order to support the effective execution of tasks. In line with this, Suprihatin *et al.*, (2023) state that compliance with work rules contributes to creating a more orderly and focused work environment. However, the results of this study indicate that adherence to work rules does not necessarily improve the quality or quantity of work output. This suggests that work discipline is an important prerequisite for task execution but does not yet directly determine the level of village officials' performance.

These findings differ from those of Rismayanti *et al.*, (2023) and Suprihatin *et al.*, (2023), who demonstrated that work discipline has a positive and significant effect on employee performance. This discrepancy is likely related to the characteristics of village government organizations, which have distinct work patterns, task divisions, and public service mechanisms compared to other organizations. At the research site, the discipline of village officials was primarily reflected in their adherence to working hours, attendance, and administrative procedures. However, performance outcomes are determined not only by disciplinary factors but also by officials' ability to complete tasks, the effectiveness of coordination among village officials, organizational support, and the availability of service support facilities. Thus, although village officials have demonstrated a relatively high level of discipline, it is insufficient to achieve a significant improvement in performance.

This interpretation aligns with the empirical findings from the study. As outlined in the introduction, there are still instances of tardiness, low levels of staff engagement in their work, and administrative services that are not yet optimal. These conditions indicate that issues with village officials' performance are not solely caused by work discipline but are also influenced by other organizational factors. The model analysis results also show that work discipline has a significant effect on organizational commitment, whereas organizational commitment does not have a significant effect on performance. These findings suggest that work discipline contributes more to building civil servants' attachment to the organization than to directly improving work outcomes. Therefore, improving the

performance of village civil servants requires a more comprehensive approach, including strengthening organizational support, enhancing civil servants' competencies, improving work systems, and providing a work environment conducive to delivering high-quality public services.

4.2.3 The Effect of Perceived Organizational Support on Organizational Commitment (H3)

The results of the hypothesis testing show that Perceived Organizational Support (POS) has a positive and significant effect on organizational commitment. This is indicated by a path coefficient of 0.250, a t-statistic of 2.109, and a p-value of 0.035. Therefore, the third hypothesis (H3) is accepted. These findings indicate that the higher the level of organizational support perceived by village officials, the higher their commitment to the organization. In other words, the organization's attention to employees' needs, recognition of their contributions, and concern for the well-being of village officials can strengthen employees' attachment to their organization. These findings align with Social Exchange Theory, proposed by Homans (1958) and further developed by Blau (1964), which holds that the relationship between individuals and organizations is built on reciprocity. When an organization provides support that reflects appreciation for employees' contributions and concern for their well-being, employees will respond with positive attitudes toward the organization. This is reflected in increased feelings of belonging and loyalty, and in a desire to remain part of the organization. This view is reinforced by Eisenberger *et al.*, (1986), who state that Perceived Organizational Support refers to employees' perception of the extent to which the organization values their contributions and cares about their well-being. The more positive this perception, the stronger employees' commitment to supporting the organization's goals. In line with this, Meyer & Allen (1991) explain that organizational commitment is a psychological bond that motivates individuals to remain members of the organization and to strive to contribute their best toward achieving its goals.

The findings of this study align with those of Andriani & Sudibjo (2022), who state that organizational support plays a crucial role in enhancing organizational commitment. Similar findings were also reported by Muji & Kusuma (2023), who showed that employees who receive attention, recognition, and support from the organization tend to have higher levels of commitment. Furthermore, Martins *et al.*, (2022) explain that a work environment that provides emotional support and attention to employees' needs can strengthen individuals' attachment to the organization. The consistency of these findings indicates that organizational support contributes to the development of organizational commitment across various types of institutions.

In the context of the civil servants in Lune Village, Jambu Village, and Ranggo Village, the results of this study show that the support provided by the village government—whether through open communication, recognition for the performance of duties, or attention to the needs of civil servants—is capable of fostering a sense of belonging to the organization. These conditions encourage civil servants to maintain their membership in the organization, demonstrate loyalty, and actively participate in implementing village government duties. Thus, enhancing Perceived Organizational Support is one aspect that needs to be prioritized to strengthen the organizational commitment of village civil servants.

4.2.4 The Effect of Work Discipline on Organizational Commitment (H4)

The results of the hypothesis testing show that work discipline has a positive and significant effect on organizational commitment. This is evidenced by a path coefficient of 0.619, a t-statistic of 5.419, and a p-value of 0.000. These values indicate that the fourth hypothesis (H4) is accepted. This finding suggests



that an increase in the work discipline of village officials leads to an increase in organizational commitment. Thus, the higher the level of officials' compliance with applicable regulations, responsibilities, and work standards, the stronger their attachment to the organization.

These findings can be explained through Social Exchange Theory, proposed by Homans (1958) and further developed by Blau (1964). This theory explains that the relationship between an organization and its employees is formed through a process of social exchange, resulting in a reciprocal relationship. In the context of this study, work discipline not only reflects compliance with organizational regulations but also illustrates employees' willingness to consistently fulfill their duties as a form of responsibility toward the organization. Rajak *et al.*, (2019) explain that work discipline is an attitude that demonstrates employees' awareness of the need to adhere to all regulations and perform tasks in accordance with their assigned responsibilities. This attitude aligns with the concept of organizational commitment proposed by Meyer & Allen (1991), namely, an individual's psychological attachment, reflected in the desire to remain part of the organization, embrace its goals, and contribute to achieving them. Therefore, employees with high work discipline tend to demonstrate stronger organizational commitment.

The results of this study are consistent with the research by Nainin & Setiani (2024), which shows that work discipline contributes to increased organizational commitment. Similar findings are also supported by Martins *et al.*, (2022), who explain that positive and consistent work behavior can strengthen employees' attachment to the organization. Furthermore, Andriani & Sudibjo (2022) suggest that the development of organizational commitment is influenced by work conditions that encourage employees to fulfill their responsibilities optimally. These consistent findings indicate that work discipline is a key factor in fostering organizational commitment across various types of organizations, including government agencies.

Among civil servants in Lune Village, Jambu Village, and Ranggo Village, work discipline is reflected in adherence to working hours, performance of duties in accordance with regulations, and a sense of responsibility in providing services to the community. These behaviors demonstrate the civil servants' willingness to consistently fulfill their roles, thereby fostering a sense of belonging and loyalty to the organization. The magnitude of the path coefficient for this relationship, relative to other relationships in the research model, indicates that work discipline is the most dominant factor shaping the organizational commitment of village officials. Therefore, efforts to enhance organizational commitment should focus on fostering a sustainable culture of discipline through the consistent enforcement of work rules, staff development, and effective supervision.

4.2.5 The Influence of Organizational Commitment on Employee Performance (H5)

The results of the hypothesis testing show that organizational commitment has a path coefficient of 0.217, a t-statistic of 1.385, and a p-value of 0.167. These values indicate that the relationship between organizational commitment and employee performance is not statistically significant; thus, the fifth hypothesis (H5), which posits a positive effect of organizational commitment on employee performance, is rejected. Although the relationship is positive, the magnitude of the effect is insufficient to account for a tangible improvement in the performance of village officials. This finding suggests that organizational commitment has not yet become a primary factor determining the performance of village officials in Lune Village, Jambu Village, and Ranggo Village.

Theoretically, Meyer & Allen (1991) explain that organizational commitment is an individual's psychological attachment to an organization, reflected in the desire to remain part of the organization, to accept its values and goals, and to strive to contribute to achieving those goals. From the perspective of Social Exchange Theory, proposed by Homans (1958) and further developed by Blau (1964), this attachment is formed in response to the reciprocal relationship between the organization and its employees. However, the results of this study indicate that attachment to the organization has not yet been directly reflected in improved performance. This finding suggests that organizational commitment more strongly reflects employees' attitudes and loyalty toward the organization rather than their ability to produce higher work output.

The findings of this study differ from those of Retnowati & Masnawati (2023) and Pangaribuan & Satrya (2024), who concluded that organizational commitment has a positive and significant effect on employee performance. Both studies explained that employees with high commitment tend to demonstrate greater responsibility, engagement, and productivity in performing their duties. This discrepancy in research findings suggests that the relationship between organizational commitment and performance is contextual and influenced by organizational characteristics. In the village government setting, civil servants' commitment to remaining part of the organization does not necessarily lead to improved quality or quantity of work output without other factors, such as competence, work systems, availability of supporting resources, or organizational support.

This interpretation is reinforced by the results of the structural equation modeling analysis, which show that organizational commitment is significantly influenced by work discipline and Perceived Organizational Support, but does not have a significant effect on employee performance. These findings suggest that although village officials possess a sense of ownership and loyalty toward the organization, these factors alone are insufficient to drive improved performance directly. Thus, improving the performance of village officials requires a more comprehensive approach that strengthens individual capacity, provides organizational support, and improves work systems so that officials' commitment can translate into optimal performance in the delivery of public services.

4.2.6 *The Role of Organizational Commitment in Mediating the Influence of Perceived Organizational Support on Employee Performance (H6)*

The results of the hypothesis testing indicate that organizational commitment does not mediate the effect of Perceived Organizational Support on employee performance. This is evidenced by an indirect effect coefficient of 0.054, with a t-statistic of 1.174 and a p-value of 0.241. These values do not meet the significance criteria; therefore, the sixth hypothesis (H6) is rejected. This finding indicates that an increase in Perceived Organizational Support does not enhance employee performance through organizational commitment as a mediating variable. Thus, the effect of organizational support on the performance of village officials occurs more directly than through the mediating mechanism of organizational commitment.

From the perspective of Social Exchange Theory, proposed by Homans (1958) and developed by Blau (1964), support provided by an organization encourages positive responses from employees as part of a reciprocal relationship. One such response is increased organizational commitment, as defined by Meyer & Allen (1991) as an individual's psychological attachment to the organization. However, the results of this study indicate that this attachment has not yet translated into improved performance. In other words, although village officials feel organizational support and demonstrate higher commitment,

these conditions are not sufficient to produce a significant change in performance. This finding suggests that the relationship between organizational support and performance does not always occur through organizational commitment but may be influenced by other mechanisms not tested in this study.

These findings are not entirely consistent with the study by John *et al.*, (2023), which found that affective commitment mediates the effect of perceived organizational support on employee performance. This discrepancy is likely due to differences in organizational characteristics and work environment conditions. Conversely, the results of this study suggest that Perceived Organizational Support has a direct effect on employee performance, without being mediated by organizational commitment. These findings are also consistent with the path analysis results in this study, which show that Perceived Organizational Support has a significant effect on employee performance. However, the relationship between organizational commitment and performance is not significant. This situation means that the mediating role of organizational commitment was not empirically established.

In the context of village officials in Lune Village, Jambu Village, and Ranggo Village, organizational support provided through leadership attention, communication, and the provision of work facilities has been able to enhance officials' positive perceptions of the organization. However, this increase in commitment has not yet directly impacted performance outcomes. These results indicate that improving the performance of village officials depends not only on their commitment to the organization but also on other factors, such as officials' competencies, the effectiveness of task execution, and a work system that supports the delivery of public services. Therefore, organizational commitment cannot yet serve as a mediating mechanism linking Perceived Organizational Support and employee performance in this research model.

4.2.7 The Role of Organizational Commitment in Mediating the Effect of Work Discipline on Employee Performance (H7)

The results of the hypothesis testing indicate that organizational commitment does not mediate the effect of work discipline on employee performance. This is evidenced by an indirect effect coefficient of 0.134, a t-statistic of 1.279, and a p-value of 0.202. These values do not meet the significance criteria; therefore, the seventh hypothesis (H7) is rejected. This finding indicates that an increase in work discipline has not improved employee performance, even with organizational commitment as a mediating variable. Thus, organizational commitment has not served as a mechanism bridging the relationship between work discipline and the performance of village officials.

From the perspective of Social Exchange Theory, as proposed by Homans (1958) and further developed by Blau (1964), the relationship between individuals and organizations is formed through social exchange that fosters positive attitudes toward the organization. Work discipline, manifested through adherence to rules, responsibility, and consistent task execution, is expected to strengthen organizational commitment. Rajak *et al.*, (2019) explain that work discipline reflects employees' willingness to comply with organizational regulations as a form of professional responsibility, while Meyer & Allen (1991) state that organizational commitment is an individual's psychological attachment to the organization. Nevertheless, the results of this study indicate that this attachment has not yet translated into improved performance. These findings suggest that organizational commitment reflects loyalty to the organization rather than directly enhancing the work performance of village officials.

These findings differ from those of John *et al.*, (2023), which concluded that organizational commitment acts as a mediating variable in enhancing employee performance. Conversely, the findings

of this study indicate that the mediating mechanism does not hold because one of the main pathways in the model shows no significant relationship: the effect of organizational commitment on employee performance. Work discipline was found to have a significant effect on organizational commitment, but an improvement in performance did not follow this increase in commitment. This suggests that the relationship between work discipline and performance does not occur through organizational commitment but is likely influenced by other factors outside the research model.

Among village officials in Lune Village, Jambu Village, and Ranggo Village, work discipline—reflected in adherence to working hours, performing duties according to procedures, and taking responsibility for work—has fostered the officials' commitment to the organization. However, this commitment has not yet resulted in a significant performance improvement. These findings suggest that improving the performance of village officials requires broader support, such as competency development, effective coordination, organizational support, and improvements to work systems. Therefore, organizational commitment cannot yet function as a mediating variable in the relationship between work discipline and employee performance in this research model.

5. Concluding Remarks and Recommendation

This study was motivated by the need to improve the quality of public services and administration at the village government level. It formulated research questions regarding the extent to which Perceived Organizational Support (POS) and work discipline influence the performance of village officials, as well as the role of organizational commitment as a mediating variable. Using a quantitative approach with a census method applied to 54 village officials in Lune Village, Jambu Village, and Ranggo Village, this study found that POS directly improves the performance of village officials while simultaneously strengthening organizational commitment. Meanwhile, work discipline makes the greatest contribution to shaping organizational commitment but has not yet had a significant impact on performance. Another crucial finding addresses the question regarding the mediating role: organizational commitment in this study was not able to boost performance. This condition means that organizational commitment does not function as a mediating variable, indicating that officials' mere attachment to the village is insufficient to produce optimal performance without support from technical factors related to job execution.

This study offers theoretical, practical, and policy contributions that simultaneously affirm the originality of the research within the landscape of village-level bureaucracy. Theoretically, these findings reinforce Social Exchange Theory—which posits that organizational support elicits a positive response from civil servants—and enrich the empirical evidence that the effectiveness of organizational commitment as a mediator is highly contextual and does not always hold in the public sector. From a practical and policy perspective, this implies that village governments cannot rely solely on employees' loyalty and commitment to achieve service targets. Policymakers need to formulate integrated strategies: creating a supportive work environment (recognition, facilities, welfare) to directly drive performance improvement, while maintaining a disciplinary system (exemplary behavior, supervision) as the foundation of organizational stability. Local and village governments are recommended to refine policies on technical competency development and work system management to align with the high level of commitment among civil servants.



This study has several limitations that serve as a basis for formulating future research agendas. First, the study population was limited to three villages with homogeneous regional characteristics; therefore, the results cannot be generalized to other village government agencies or to the public sector with different work cultures and human resource management systems. Second, the use of a quantitative questionnaire limits the ability to explore the dynamics of relationships between variables in depth. Therefore, future researchers are recommended to use a mixed methods approach (combining qualitative and quantitative methods) to gain a more comprehensive understanding of the root causes of civil servants' behavior. Finally, this research model focuses on the variables of POS, discipline, and commitment. Given the complexity of village bureaucracy, future research is strongly encouraged to expand the model by adding other relevant variables, such as the village head's leadership style, work motivation, competency development, and organizational culture.

Statement of Use of Generative AI

During the preparation of this work, the author used generative artificial intelligence tools to support the scientific writing process. Grammarly was used to check grammar, refine writing style, and improve clarity in scientific writing. All interpretations, analyses, and conclusions presented in this study are the sole responsibility of the author.

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