

The Mediating Role of Job Satisfaction in the Effect of Perceived Organizational Support on Organizational Commitment

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Abstract: This research investigates the influence of perceived organizational support on organizational commitment, with job satisfaction serving as a mediating variable. The study was carried out at the Regional Development Planning Agency (Bappeda) of Gianyar Regency, using a purposive sampling method to select 49 participants. A survey approach was adopted, employing both questionnaires and interviews as data collection tools. Data were analyzed using descriptive statistics and inferential analysis, specifically path analysis. The findings reveal that perceived organizational support positively and significantly influences organizational commitment. Additionally, perceived organizational support has a positive and significant relationship with job satisfaction. Job satisfaction, in turn, also positively and significantly affects organizational commitment. Moreover, job satisfaction is found to mediate the relationship between perceived organizational support and organizational commitment. Theoretically, the study contributes to the understanding of social exchange theory in the context of organizational behavior. Practically, it offers insights into how enhancing perceived organizational support and fostering job satisfaction can improve employees' commitment to the organization. The research underscores the importance of managing these two factors to strengthen organizational commitment.

Keywords: : Job Satisfaction, Organizational Commitment; Perceived Organizational Support

1. INTRODUCTION

Human resources constitute a fundamental component within every organization or institution, playing a pivotal role in achieving institutional objectives. The continuous evolution of societal demands necessitates improvements in public service delivery. As providers of public services, governmental bodies must ensure their human resources meet both quantitative and qualitative standards to execute responsibilities with professionalism. Therefore, it becomes imperative for these institutions to adopt human resource management strategies that not only respond to present requirements but also anticipate future demands (Walenta et al., 2023). In this context, effective human resource management is essential for government institutions to maintain a strong and positive institutional image. One strategic approach to managing human resources is by enhancing employees' commitment to the organization (Dewi et al., 2023).

Organizational commitment reflects the extent to which employees align themselves with the organization's goals and exhibit a willingness to remain part of it (Permatasari & Rahyuda, 2020). Fermayani et al. (2023) define it as the emotional attachment, loyalty, and dedication of employees to their organization. Human resources remain central to the success of

Received: April, 19 2025

Revised: April, 29 2025

Accepted: May, 20 2025

Online Available: May, 24 2025

Curr. Ver.: May, 24 2025



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organizational operations (Tukad & Surya, 2023). Employees with strong organizational commitment typically show a passion for their work, a deep sense of duty, and a proactive attitude toward organizational success. This form of commitment demonstrates a mindset in which employees view themselves as integral elements of the organization and are devoted to achieving its objectives (Suryati, 2021).

The Regional Development Planning Agency (Bappeda) of Gianyar Regency is a local government agency founded under Gianyar Regent Regulation No. 5 of 2016, concerning the structure and organization of regional governmental institutions. It employs 78 staff members, including 29 civil servants, 10 daily or honorary workers, and 39 non-permanent contract employees. Bappeda Gianyar is tasked with coordinating, managing, and evaluating regional development plans. A preliminary survey involving five employees revealed a lack of engagement and low loyalty among some staff, indicating weak affiliation with the institution. Additionally, some employees do not consistently adhere to regulations, such as arriving late and breaching working hours.

These conditions suggest a misalignment in the employee-organization relationship, where workers perceive insufficient recognition and support from their employer. Some employees report that their concerns go unaddressed and, although they find their roles suitable, their efforts are not adequately acknowledged. This environment leads to limited career progression and diminished job satisfaction. Such findings point to low levels of organizational commitment, influenced by weak perceived organizational support and reduced job satisfaction. These observations align with the principles of social exchange theory, which emphasizes that strong reciprocal relationships are crucial; thus, enhancing organizational commitment requires both supportive organizational practices and satisfactory working conditions.

According to Utomo (2023), perceived organizational support refers to the degree to which employees believe their organization values their contributions and prioritizes their welfare. Organizations that provide adequate support can expect higher employee productivity and loyalty. Prananda & Riana (2020) confirmed the significant positive impact of organizational support on commitment. Similarly, Yuni & Panggabean (2023) emphasized that commitment grows when employees feel supported by their organization.

A supportive institutional environment is critical for job satisfaction. When employees perceive strong support, they tend to identify more with the organization and build positive, trusting relationships (Nadiaswari & Adnyani, 2024). Research by Andriyanti & Supartha (2021) and Sadhana & Satrya (2020) affirms the significant positive influence of perceived organizational support on job satisfaction. However, Hayati (2020) found differing results, suggesting no significant link between perceived support and employee satisfaction.

Efrinawati et al. (2022) describe job satisfaction as an emotional response—either positive or negative—based on one's assessment of their job. This sentiment can vary widely among individuals. Studies by Partini & Dewi (2020) and Surya & Riana (2023) show that job satisfaction significantly and positively affects organizational commitment. On the other hand, Wibowo & Sutanto (2013) report no significant correlation, highlighting inconsistencies in existing findings.

Merisa & Safaria (2023) assert that perceived organizational support positively affects job satisfaction, with greater support leading to higher satisfaction levels. This is echoed by

Amabel & Paryontri (2023), who also found a positive relationship between support and commitment. Diana & Satria (2024) further revealed that job satisfaction acts as a mediator in the relationship between perceived organizational support and organizational commitment.

These patterns and discrepancies in research underline the importance of further examining the mediating role of job satisfaction in the link between perceived organizational support and organizational commitment, specifically among employees of Bappeda Gianyar Regency. Based on this, the following hypotheses are proposed:

H1: Perceived organizational support positively and significantly influences organizational commitment.

H2: Perceived organizational support positively and significantly influences job satisfaction.

H3: Job satisfaction positively and significantly influences organizational commitment.

H4: Job satisfaction mediates the relationship between perceived organizational support and organizational commitment.

2. RESEARCH METHODS

This study employs a quantitative approach with a causal associative research design, which aims to determine the extent of the causal relationship between two or more variables (Sugiyono, 2019:65). The research was conducted at the Regional Development Planning Agency (Bappeda) of Gianyar Regency, located at Jalan Kesatrian No. 16X, Gianyar District, Gianyar Regency, Bali Province.

The objects of this study include organizational commitment, perceived organizational support, and job satisfaction. The population consists of all employees at Bappeda Gianyar Regency, totaling 78 individuals. The sampling technique applied in this study is purposive sampling, which involves selecting participants based on predetermined criteria. The criterion used was non-civil servant (non-ASN) employees, resulting in a total sample size of 49 respondents.

Data collection methods include interviews and questionnaires utilizing a Likert scale. The research instruments were tested for validity and reliability to ensure measurement accuracy and consistency. Data analysis techniques comprise descriptive statistical analysis and inferential statistical analysis. The inferential analysis tools used in this study are path analysis, classical assumption tests, and the Sobel test to examine the mediating effects.

3. RESULTS AND DISCUSSION

Table 1. Characteristics of Research Respondents

No	Characteristics	Classification	Amount Respondents (Person)	Percentage (%)
1	Age	20-25 Years	1	2.0
		26-30 Years	7	14.3
		31-35 Years	14	28.6
		36-40 Years	13	26.5
		>40 Years	14	28.6

		Amount	49	100
2	Gender	Man	22	44.9
		Woman	27	55.1
		Amount	49	100
3	Marital status	Not married yet	6	12.2
		Married	43	87.8
		Amount	49	100
4	Years of service	<1 Year	1	2.0
		1-5 Years	6	12.2
		6-10 Years	16	32.7
		11-15 Years	12	24.5
		>15 Years	14	28.6
		Amount	49	100
5	Last education	Senior High School	11	22.4
		Vocational School	5	10.2
		D2	2	4.1
		D3	2	4.1
		S1	29	59.2
		Amount	49	100

Source: Primary data processed, 2025

Table 1 outlines the demographic profile of the respondents, revealing that individuals aged between 31–35 years and those over 40 years each represent 28.6% of the participants. This distribution likely reflects the requirement at the Gianyar Regency Bappeda Office for personnel who possess specialized expertise and relevant work experience, qualities typically found in these age brackets.

The respondent pool is also largely comprised of women, who make up 55.1% of the sample. This trend may be linked to the presence of job roles or competencies where female employees are more frequently represented. In terms of marital status, a substantial portion of the respondents—87.8%—are married. This is consistent with the dominant age groups in the study, as individuals in their 30s and 40s are commonly in marital relationships.

When it comes to years of service, most participants have worked for 6–10 years (32.7%), suggesting they have had sufficient time to develop key skills and experience. With respect to educational attainment, the majority hold an undergraduate degree (S1), accounting for 59.2%, indicating that the workforce at Bappeda Gianyar is generally well-educated and likely positioned for career progression.

The validity testing of the research instruments showed that all items used to assess Organizational Commitment, Perceived Organizational Support, and Job Satisfaction demonstrated item-total correlation coefficients above 0.30 and Cronbach's Alpha values greater than 0.60. These findings validate that the instruments are both reliable and suitable for use in this study.

Table 2. Results of Path Analysis of Regression Equation 1

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	12,138	1,838		6,603	0,000

Perceived Organizational Support	0.669	0.062	0.844	10,767	0,000
R²: 0.712					

Source:Primary data processed, 2025

Based on the results of the path analysis of regression equation 1 as presented in Table 2, the structural equation is as follows.

$$Z = \beta_2 X + e_1$$

$$Z = 0,844X + e_1$$

The results of the equation can be concluded that the variable perceived organizational support has a positive effect on job satisfaction, this shows that if the variable perceived organizational support increases then job satisfaction will also increase. The magnitude of the influence of the independent variable on the dependent variable indicated by the total determination value (R square) of 0.712 means that 71.2 percent of the variation in job satisfaction is influenced by the variation of perceived organizational support, while the remaining 28.8 percent is influenced by other factors not included in the model.

Table 3. Results of Path Analysis of Regression Equation 2

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	5,549	2,440		2,274	0.028
1 Perceived Organizational Support	0.316	0.109	0.440	2,904	0.006
Job satisfaction	0.366	0.134	0.413	2,722	0.009
R²: 0.664					

Source:Primary data processed, 2025

Based on the results of the path analysis of regression equation 2 as presented in Table 3, the structural equation is as follows.

$$Y = \beta_1 X + \beta_3 Z + e_2$$

$$Y = 0,440X + 0,413Z + e_2$$

The results of the equation can be concluded that the variable perceived organizational support has a positive effect on organizational commitment, this shows that if the variable perceived organizational support increases then organizational commitment will also increase. The magnitude of the influence of the independent variable on the dependent variable indicated by the total determination value (R square) of 0.664 means that 66.4 percent of the variation in organizational commitment is influenced by variations in perceived organizational support and job satisfaction, while the remaining 33.6 percent is influenced by other factors not included in the model.

Table 4. Results of Direct Influence, Indirect Influence, and Total Influence Tests

Influence of Variables	Direct Influence	Indirect Influence Through Job Satisfaction (Z) ($\beta_1 \times \beta_3$)	Total Influence
X \longrightarrow Y	0.440	0.348	0.788
X \longrightarrow Z	0.844		0.844
Z \longrightarrow Y	0.413		0.413

Source: Primary data processed, 2025

The research conducted among employees at the Gianyar Regency Bappeda Office found that perceived organizational support directly affects organizational commitment, with a coefficient of 0.440 and a significance level of 0.006, leading to acceptance of the first hypothesis. Additionally, perceived organizational support has a direct impact on job satisfaction with a coefficient of 0.844 and a significance level of 0.000, supporting the second hypothesis. Job satisfaction also directly influences organizational commitment, with a coefficient of 0.413 and a significance level of 0.009, thus the third hypothesis is accepted.

Moreover, job satisfaction plays a mediating role in the relationship between perceived organizational support and organizational commitment. The findings indicate that perceived organizational support influences organizational commitment both directly (coefficient 0.440) and indirectly through job satisfaction (coefficient 0.348), with a total effect of 0.788.

The Sobel test results show a Z value of 2.958, which is greater than the critical value of 1.96, confirming that job satisfaction significantly mediates the effect of perceived organizational support on the organizational commitment of employees at the Gianyar Regency Bappeda Office. Therefore, the fourth hypothesis is accepted.

4. CONCLUSION AND SUGGESTIONS

The study's findings reveal that perceived organizational support has a significant positive impact on organizational commitment. This implies that employees at the Bappeda Office of Gianyar Regency tend to show higher levels of organizational commitment when they perceive greater support from their organization. In addition, perceived organizational support also positively and significantly influences job satisfaction, suggesting that enhanced organizational support correlates with increased employee job satisfaction.

Furthermore, job satisfaction itself exerts a significant positive effect on organizational commitment. This means that employees who are more satisfied with their jobs are likely to exhibit stronger commitment to the organization. Job satisfaction also serves as a mediating factor in the relationship between perceived organizational support and organizational commitment. This indicates that employees' commitment to the organization increases indirectly through improved job satisfaction when they perceive strong organizational support. Based on these results, several recommendations are put forward:

- Regarding organizational commitment, the Bappeda Office of Gianyar Regency should emphasize fostering employees' sense of ownership and acknowledge their contributions to boost loyalty and commitment.

- Concerning perceived organizational support, the organization is advised to enhance its efforts in supporting employee performance by implementing clear and tangible programs that increase employees' perceptions of organizational backing.
- For job satisfaction, it is recommended that the organization review and ensure fair and appropriate salary levels, while promoting transparent communication about salary policies to further improve employee satisfaction.
- For future research, it is suggested to retest the proposed model aiming for a coefficient of determination (R^2) higher than 90.3%, and to investigate the remaining 9.7% of the variance by including additional variables that may affect organizational commitment.

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