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The Role of Perceived Organizational Support Mediation on the Relationship between Job Satisfaction and Organizational Commitment in the Public Sector

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Abstract

This study aims to analyze the mediating role of perceived organizational support in the relationship between job satisfaction and organizational commitment among public sector employees. The background of this research arises from the phenomenon of disparities in employees' attachment and loyalty, despite some exhibiting high levels of job satisfaction, highlighting the need to understand the psychological mechanisms linking job satisfaction to organizational commitment. This study employed a quantitative correlational survey design involving 120 employees with a minimum tenure of one year. Data were collected using the Job Satisfaction Survey, the Survey of Perceived Organizational Support, and the Organizational Commitment Questionnaire. Analysis was conducted using PROCESS Macro Model 4 with 5,000 bootstrap samples. The results show that job satisfaction significantly predicts POS ($\beta = 0.32$, $p < 0.001$), and POS significantly predicts organizational commitment ($\beta = 0.37$, $p < 0.001$). Job satisfaction also exerts a significant direct effect on organizational commitment ($\beta = 0.28$, $p < 0.001$). The indirect effect through POS is 0.12, with a 95% confidence interval of 0.04–0.24, indicating partial mediation. These findings suggest that job satisfaction and perceived organizational support jointly contribute to strengthening employees organizational commitment in the public sector.

Keywords: *Job Satisfaction; Perceived Organizationa Support; Organizational Commitment; Public Sector*

INTRODUCTION

The Community Satisfaction Survey (SKM) at one of the public service agencies in East Java in 2025 showed a service index value of 95.13 from 1,323 respondents, with the category "Very Good". However, some elements of service received relatively lower scores than others, especially in the aspects of implementing behavior (3.83) and handling complaints (3.86) which directly reflected the quality of employee interaction with the community. The difference in score between these elements indicates that the quality of service is not only determined by procedures and systems, but is also greatly influenced by the internal conditions of employees, such as job satisfaction, perception of organizational support, and commitment to carrying out public service duties.

Studies conducted by Yuliani et al. (2021) and Yuwono (2021) Indicates that job satisfaction has a strong direct influence on organizational loyalty and commitment. Both studies explain that when employees' needs and expectations are met both in terms of salary, employment relations, and the comfort of the work environment, employees will tend to show emotional attachment and willingness to stay in the organization. Thus, job satisfaction is seen as the main determinant that shapes employee commitment without the need for additional psychological variables.

However, the findings are not entirely consistent with other studies. Arifudin et al. (2023) shows that in the context of civil servants, job satisfaction is not always directly proportional to the organization's commitment. They found that the relationship between job satisfaction and new commitments became stronger when employees felt a perception of organizational support (POS). This means that even if employees feel satisfied, their commitment does not automatically increase if they

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do not feel cared for, appreciated, or supported by the organization. In this context, POS acts as a key factor that strengthens or weakens the relationship between job satisfaction and commitment.

Instead, research conducted by Istamala (2023) and Sylviani & Marpaung (2023) show different results. Both studies found that job satisfaction still had a significant influence on organizational commitment even though POS was included as a variable in the model. These findings suggest that job satisfaction has independent predictive power and is not entirely dependent on the perception of organizational support. This means that under certain conditions, job satisfaction is enough to encourage the emergence of employee commitment without the need for intervention from POS. Findings (Tistasari et al., 2023) shows that bureaucratic culture and ethical leadership significantly affect the attitudes and performance of public servants, so more in-depth research is needed on how psychological factors such as job satisfaction and POS affect organizational commitment in the public sector environment.

Although the relationship between job satisfaction, perception of organizational support, and organizational commitment has been widely researched, the results of previous studies have shown inconsistent findings. Some studies have found that job satisfaction directly increases organizational commitment without involving intermediary variables. However, other research shows that these relationships only emerge when employees feel adequate organizational support from the workplace. In addition, most previous research has focused on the private sector, education, and health workers, so that public sector contexts that have bureaucratic characteristics, structural stability, and paternalistic culture are still underrepresented. The inconsistency of the findings and the limitations of the context of previous research are what form the research gap that this study seeks to answer.

In the context of Indonesian bureaucracy, organizational support is often seen as an institutional obligation, rather than as a form of social exchange as assumed in Social Exchange Theory. These differences in characteristics have the potential to affect how job satisfaction and POS shape organizational commitment. Based on these phenomena and gaps, the novelty of this research lies in testing the mediation mechanism of Perception of Organizational Support (POS) in the context of the paternalistic culture of the Indonesian public sector.

In contrast to most Western research that emphasizes that POS emerged as a form of reciprocal exchange in employment relationships where organizational support is considered a "social reward" that triggers employee commitment (Eisenberger et al., 1986), while Indonesia's bureaucratic culture shows different dynamics. Findings Carlolina (2020) emphasized that paternalistic values are still strong in the Indonesian bureaucracy, so that employees view the organization as a protective figure and develop normative commitments when they feel taken care of or cared for. Therefore, this study proposes the premise that organizational support not only triggers commitment through social exchange mechanisms, but also through a sense of moral obligation (normative commitment), thus creating a more distinctive mediation pattern in the Indonesian public sector.

Organizational Commitment

Organizational commitment is understood as a psychological condition that describes the extent to which employees are attached to their organization, which is evident from the willingness to remain part of the organization, loyalty, and readiness to contribute more. Models developed by Allen & Meyer (1990) explained that organizational commitment consists of three components. The affective component is related to the emotional closeness and sense of belonging of employees to the organization. The continuity component relates to the consideration of costs and consequences if employees leave the organization. Meanwhile, the normative component reflects a sense of moral responsibility to keep working in the organization.

Organizational commitment has been recognized as one of the psychological factors that have a great influence on the stability of the workforce. Studies show that employees with a high level of

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commitment tend to exhibit more consistent and constructive work behavior. Hanum & Melilla (2023) stating that strong commitment is associated with a low tendency of employees to leave the organization, thus reducing the potential for turnover. These findings are in line with the results of the study Uktutitas et al. (2021) which affirms that commitment not only maintains the continuity of employee attendance, but also encourages the emergence of other positive behaviors, such as discipline, compliance with rules, and willingness to contribute to organizational goals. Thus, organizational commitment serves as an important foundation that underpins operational effectiveness and long-term performance achievement within an institution.

Job Satisfaction

Job satisfaction can be understood as an employee's affective response when work is considered to be able to meet the needs and values that they consider important. According to Spector (1985) This condition is influenced by various dimensions, ranging from aspects of rewards, development opportunities, quality of supervision, to relationships with colleagues and communication patterns in the workplace.

When these elements are perceived adequately, employees tend to show higher levels of satisfaction. A number of studies have confirmed the close link between job satisfaction and constructive work attitudes. Findings Yuwono et al. (2021) Demonstrate that satisfied employees are usually more motivated, have stronger commitment, and perform better. In line with that, Yuliani et al. (2021) stating that job satisfaction not only creates comfort at work, but also strengthens employee bonds to the organization. Thus, job satisfaction is an important component that contributes to the formation of organizational commitment.

Perception of Organizational Support

Perceived Organizational Support (POS) was first developed by Eisenberger et al. (1986) which explains that POS is an employee's belief that the organization values their contributions and cares about their well-being. This idea departs from the understanding that employees form a perception of the extent to which the organization assesses their contribution and pays attention to their conditions and needs. The theoretical foundation of POS is greatly influenced by the Social Exchange Theory that is put forward Blau (1964), the theory asserts that interactions between individuals and organizations take place within the framework of social exchange, in which each party tends to reciprocate the treatment it receives.

Thus, when employees feel adequate support from the organization, they are likely to reciprocate with greater loyalty, emotional attachment, and commitment. Previous research has also strengthened the important role of POS in increasing organizational commitment. Alyani et al. (2025) found that POS has a significant effect on organizational commitment and this relationship is stronger when employee job satisfaction is high. These findings are in line with Febriyanti & Riana (2025) which shows that POS increases feelings of appreciation and strengthens employees' emotional attachment to the organization.

Conceptual Model

Based on the previous theoretical description, job satisfaction has an important role in shaping organizational commitment, either directly or indirectly through the perception of organizational support (POS). Satisfied employees tend to rate the organization more positively, reinforcing the perception that the organization is paying attention, rewarding, and supporting their contributions. POS then functions as a psychological mechanism that encourages the formation of organizational commitment through a sense of appreciation and attention.

Some previous research has also shown that job satisfaction can directly affect organizational commitment without involving POS. These inconsistent findings indicate the existence of two commitment formation mechanisms, namely the direct mechanism through positive work experience and the indirect mechanism through the perception of organizational support. Based on these conditions,

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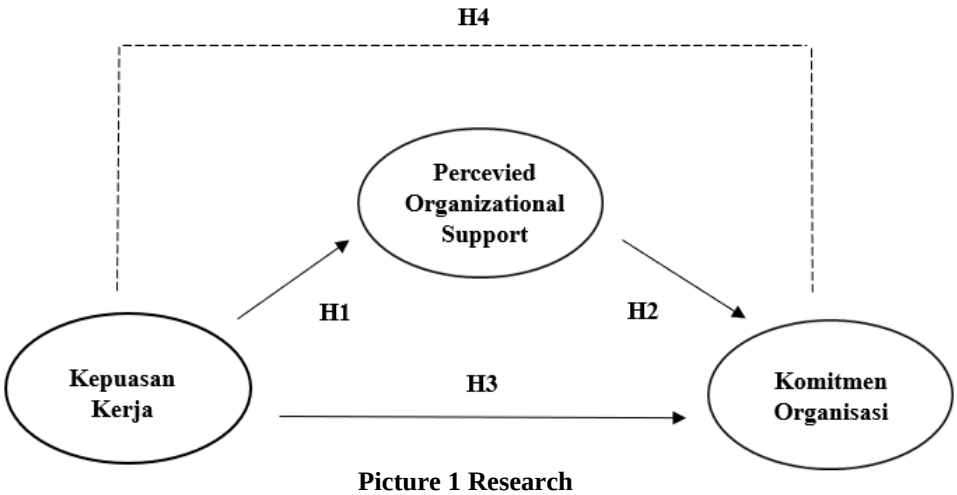
this study positions POS as a mediation variable to explain how and to what extent job satisfaction affects the commitment of public sector employees. Taking into account the interrelationship between these variables and the inconsistencies of previous findings, this study developed a conceptual model as shown in Figure 1.



Picture 1 Research

Research Hypothesis

Based on this conceptual model, the research hypothesis is formulated as follows:

H1: Job satisfaction has a positive effect on perceived organizational support (POS).

H2: Perceived organizational support (POS) has a positive effect on organizational commitment.

H3: Job satisfaction has a positive effect on organizational commitment.

H4: Perceived organizational support (POS) mediates the effect of job satisfaction on organizational commitment.

METHOD

This study uses a quantitative approach with a correlational survey design and a cross-sectional approach, where all data are collected over a single time period. This design was used to analyze the relationship between job satisfaction, perception of organizational support, and organizational commitment through mediation analysis. The quantitative approach was chosen because it allows researchers to objectively test the relationships between variables through numerical data and inferential statistical analysis. As explained by Creswell (2017), quantitative research is used to test theories by examining the relationships between measurable variables. The research population consists of employees who play a role in providing services to the community in the context of the public sector.

The determination of the sample number was carried out using power analysis through the G*Power software version 3.1.9.7 developed by Faul & Erdfelder (2009). This method is used to establish a minimum sample size based on the expected effect, level of significance, and statistical power. The modeling used is F test Linear Multiple Regression: Fixed Model, R^2 Deviation from Zero. Because the study design involved mediating variables, the sample size calculation was based on regression with the largest number of predictors in the mediation model (two predictors: X and M versus Y). With the parameter effect size (f^2) = 0.15, significance level $\alpha = 0.05$, and test strength (power) = 0.95, a minimum sample size of 107 respondents was obtained.

Sampling was carried out by purposive sampling based on strictly set inclusion criteria. Respondents are employees who have worked for at least one year, so they are assumed to have enough organizational experience to form a stable perception of organizational support, job satisfaction, and organizational commitment. The determination of this criterion aims to ensure that the sample used is truly representative and relevant to the purpose of the research, while strengthening the validity of the results of the mediation analysis. To ensure that the data is free from general method bias, the Harman's

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Single Factor test is performed using exploratory factor analysis. The results showed that a single factor only explained 42.90% of the variance, which is below the 50% limit, so it can be concluded that the data did not experience serious common method bias.

This study involved three main variables, namely organizational commitment as a dependent variable, perception of organizational support as a mediator variable, and job satisfaction as an independent variable. Organizational commitment was measured using the Organizational Commitment Questionnaire (OCQ) instrument developed by Meyer & Allen (1997), consisting of 14 statements with a Likert scale of 1–7 to describe the affective aspects, loyalty, and involvement of employees in the organization. Perceptions of organizational support were measured using the Survey of Perceived Organizational Support (SPOS) compiled by Eisenberger and colleagues, covering 16 items on a Likert scale of 1–5, which functioned to identify the extent to which employees felt valued, cared for, and supported by the organization. Meanwhile, job satisfaction is measured through the Job Satisfaction Survey (JSS) from Spector (1997) which consists of 36 items on a Likert scale of 1–6, covering dimensions such as compensation, promotion opportunities, supervision, work benefits, rewards, policies and procedures, relationships between colleagues, job characteristics, and communication in the organization.

All instruments in this study were adopted from previous research that had gone through validity, reliability, and confirmation of factor structure (CFA) tests. The instrument is used without making modifications to the content, so that its validity and reliability still refer to the original research results. This adoption aims to ensure that the measurement of variables is in accordance with scientific standards that have been tested. All variables are converted into z-scores before being analyzed because each instrument uses a different Likert scale (1–7, 1–6, and 1–5). The z-score transformation is performed to standardize the scale so that the regression coefficient can be compared directly and to prevent bias due to differences in score ranges. This standardization also helps to improve the stability of the mediation model estimation when variables have different variances.

Data collection was carried out using a questionnaire compiled in Google Form format in two ways. First, questionnaires are distributed through WhatsApp groups by staff who handle employee administration. Second, the researcher directly met with the respondents to share or scan the questionnaire QR code. With this procedure, the participating respondents were a sample that was in accordance with the research criteria The data analysis process was then carried out in two stages, including descriptive statistical analysis and mediation effect testing using PROCESS Macro version 5 (Hayes, 2018) with Model 4 and bootstrap 5,000 samples, as recommended (Preacher & Hayes, 2008).

Interpretation of the results is performed based on path coefficients, p-values, and bootstrap confidence intervals. The entire research procedure pays attention to research ethics, respondents are given a thorough explanation of the purpose of the research, including information about what will be done and the data to be collected. All information provided by respondents is strictly confidential, so that their privacy is protected. In addition, respondents are also given full freedom to stop participation at any time without having to face any consequences or pressure, so their participation is completely voluntary.

RESULTS and DISCUSSION

Result

A total of 120 participants who matched the characteristics of the sample were used in the analysis, after the data were checked and confirmed to be eligible for processing. The data processing procedure was carried out with the help of SPSS to generate descriptive statistics, while the mediation relationship test used PROCESS Macro version 5 with Model 4. All variables were first converted to z-score, and mediation analysis was carried out through bootstrap techniques as many as 5,000 samples to obtain an estimate of significance in direct and indirect pathways.

Table 1 Characteristics of Respondents

Category	Sub-Category	Frequency	Percentage (%)
Age	Early Adulthood	95	79,2
	Mature Intermediate	25	20,8
Gender	Man	81	67,5

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	Woman	39	32,5
Final Education	High School/Vocational School	45	37,5
	D1/D2/D3	3	2,5
	S1	71	59,2
	S2	1	0,8
Long Time Working	New Working Period (≤ 3 years)	8	6,7
	Long Working Period (> 3 years)	112	93,3

Based on Table 1, the age composition of the respondents shows that most of them are in the early adult range (18–40 years), which is as many as 95 people (79.2%). The rest were in the middle adult group (41–60 years) with a total of 25 people (20.8%), referring to the age development category according to (Hurlock, 2015). Judging from gender, more respondents came from the male group as many as 81 people (67.5%), while women amounted to 39 people (32.5%). From the last aspect of education, the majority of respondents took undergraduate education (S1) as many as 71 people (59.2%). The group with high school/vocational education followed with 45 people (37.5%). The diploma graduates (D1/D2/D3) were recorded as many as 3 people (2.5%) and only 1 S2 graduate (0.8%).

This pattern illustrates that the majority of respondents have an adequate educational background to understand and assess the variables studied. The working period is then divided into two categories based on the classification of Handoko (2007, as quoted in Zulkifli & Sureskiarti, 2019) namely the new working period (≤ 3 years) and the long working period (> 3 years). Based on this classification, 8 respondents (6.7%) were included in the new working period, while 112 respondents (93.3%) were in the category of the old working period. This distribution pattern shows that most employees have long work experience, so they are expected to be able to provide a more stable and representative opinion on the research variables.

Table 2 Descriptive Statistics of Research Variables

Variabel	N	Minimum	Maximum	Mean	Hours of deviation
Organizational Commitment (Y)	120	36	86	63,93	7,499
Job Satisfaction (X)	120	101	206	132,16	21,965
Perception of Organizational Support (M)	120	25	78	47,77	10,208
Valid N (listwise)	120				

Descriptive analysis was used to provide an initial understanding of the characteristics of the data through the presentation of minimum, maximum, average, and standard deviation values from the research variables, namely Organizational Commitment (Y), Job Satisfaction (X), and Perception of Organizational Support (M). A summary of these results is presented in Table 2. For the Organizational Commitment variable (Y), a minimum score of 36 and a maximum of 86 were obtained, with an average of 63.93 and a standard deviation of 7.499. The value of the standard deviation that is not too large indicates that the level of employee commitment is relatively uniform.

In the Job Satisfaction (X) variable, the score range was 101 to 206, with an average score of 132.16 and a standard deviation of 21.965. This figure shows that there is a variation in job satisfaction among employees, although in general the level of satisfaction is still in the high category. Meanwhile, the Perception of Organizational Support (M) has a minimum value of 25 and a maximum of 78, with an average of 47.77 and a standard deviation of 10.208, which indicates a difference in employees' perception of the support they receive from the organization.

Overall, the results of descriptive statistics illustrate that all three variables are at a relatively high level despite showing different variations between employees. These findings are the basis for further analysis using the Hayes PROCESS to test the direct and indirect influence between the research variables.

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Table 3. Path Coefficient for Direct Effect

Path	Coeficin	HERSELF	t	P	95% CI BootLLCI	95% BootULCI ICs
JS → POS	0,32	0,08	3,74	0,00	0,15	0,49
POS → OC	0,37	0,08	4,61	0,00	0,21	0,54
JS → OC	0,28	0,08	3,4	0,00	0,11	0,44

The results of the analysis in table 3 show that job satisfaction (JS) has a positive and significant influence on the perception of organizational support (POS). The value of the path coefficient of 0.32 with p = 0.00, as well as a 95% confidence interval (LLCI 0.15 – ULCI 0.49) that was completely above zero, confirmed the validity of the relationship. Thus, the higher the level of job satisfaction felt by employees, the stronger their perception of the support provided by the organization.

In the next relationship, POS was found to contribute positively to organizational commitment (OC). The path coefficient reached 0.37 with p = 0.00, and the 95% confidence interval (0.21 – 0.54) indicated that the value of zero did not fall within the range. This condition confirms that the perception of greater support is related to increased employee commitment to the organization.

In addition, the direct influence of JS on OC was also identified significantly. The path coefficient of 0.28 accompanied by p = 0.00, with a 95% confidence interval (0.11 – 0.44) that does not include zero, indicates that job satisfaction makes a direct contribution to strengthening organizational commitment. Overall, these findings show that increased job satisfaction has implications for increasing employee commitment, both directly and through strengthening the perception of organizational support.

Table 4 Path Coefficient for Indirect Effect

Indirect Effect	Effect	BootSE	95% CI BootLLCI	95% BootULCI ICs
JS → POS → OC	0,12	0,04	0,04	0,24

Based on table 4 of the results of the mediation test using PROCESS Model 4, the value of indirect effect of job satisfaction (JS) on organizational commitment (OC) through the perception of organizational support (POS) was 0.12 with BootSE of 0.04. The 95% bootstrap confidence interval (0.04–0.24) does not include zeros, so the indirect effect is declared significant. These findings suggest that POS plays a mediator in the relationship between JS and OC. Because the direct influence of JS on OC is also significant, the mediation that occurs can be categorized as partial mediation.

Discussion

The results of the study show that job satisfaction has a significant effect on organizational commitment, both directly and through the perception of organizational support (POS). These findings indicate that the positive work experience that employees feel not only increases work comfort, but also reinforces the perception that the organization provides adequate support. These results also explain one of the inconsistencies in previous studies, where some studies found a direct link between job satisfaction and commitment, while other studies emphasized the important role of POS as a mediator. This psychological mechanism is in line with the purpose of the research that aims to map direct and indirect paths in the formation of employee commitment in the public service sector. The findings that job satisfaction improves POS support the view that when employees feel a match between expectations and job conditions, they will rate the organization more positively. This is consistent with research Alyani et al. (2025) and Purwono et al. (2023) which suggests that job satisfaction can reinforce the perception of organizational support.

In the context of public service work that often faces operational pressure and public expectations, the perception of organizational support is important to form a positive attitude of employees. The influence of POS on organizational commitment in this study was also proven to be significant. Employees who feel supported tend to show emotional attachment, loyalty, and willingness to put in more effort. This result is in line with the theoretical concept of Eisenberger et al. (1986) that

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a sense of being valued and cared for encourages employees to respond to the organization with a higher commitment Thus, the reciprocal relationship as described in Social Exchange Theory remains relevant in the context of public organizations. However, its relevance is limited because organizational support in the Indonesian bureaucracy is often seen as an institutional obligation, rather than a social exchange, so the mechanism for establishing commitments is not entirely identical to the private sector context.

However, this study also shows that POS mediation is partial. This means that job satisfaction still has a direct effect on commitment even though POS is taken into account. These findings show that employee organizational commitment is not fully formed through the perception of organizational support. There are other factors that contribute to forming commitment, such as the intrinsic value of the job, work comfort, or employee morale. This is especially relevant in the Indonesian bureaucracy, where the orientation of public service and a paternalistic culture keeps employees committed even though organizational support is not always optimally provided. These findings enrich the understanding that in the public sector, commitment is not always transactional as assumed by social exchange theory, but is also influenced by internal factors inherent in the role of public services.

These findings of partial mediation provide important theoretical implications. Statistically, partial mediation shows that job satisfaction has intrinsic and independent predictive power, so it still increases commitment even when POS variables are included in the model. In the context of public service, this condition can be explained through the concept of *public service motivation* (PSM), which is the internal encouragement of employees to serve the community as a soul calling. Public sector employees often remain committed because of the value of their work, position stability, or the social significance of their duties. These factors explain why in this study POS mediation is only partial, because employee commitment is not fully formed by organizational support but also by service motivation and moral obligations inherent in the Indonesian bureaucracy. This revises the basic assumptions of Social Exchange Theory (Blau, 1964) which emphasizes pure reciprocal exchange, because in Indonesia's paternalistic bureaucracy, commitment is not only influenced by organizational support, but also by a sense of moral obligation and orientation to public service. Thus, the pattern of partial mediation found reflects the unique characteristics of Indonesia's public sector, which is not fully aligned with the dynamics of social exchange in the private sector or in the Western context.

Although the relationship between job satisfaction, perceptions of organizational support, and commitment has been extensively researched, most previous studies have focused on the private, educational, or industrial sectors that have different flexible work characteristics and performance orientations. Research in the public sector is still relatively limited, even though this sector has its own characteristics, such as a bureaucratic culture, strong hierarchical structure, and paternalistic leadership style. This is in line with the findings Tistasari et al. (2023) which explains that bureaucratic culture and ethical leadership significantly affect the performance of public servants, emphasizing that the characteristics of public organizations are different from those of the private sector. This condition makes employees often view organizational support as an institutional obligation, not as a form of social exchange as assumed in Social Exchange Theory. These differences in characteristics have the potential to affect how job satisfaction and POS shape organizational commitment. The results of this study support this assumption because employee commitment continues to increase even though the role of POS is not dominant, reflecting that the dynamics of commitment in paternalistic bureaucracy are more complex than just social exchange relationships.

Based on the previous description, the formation of organizational commitment to public service employees can be explained through two paths. First, the direct path through job satisfaction is that when employee needs are met, they tend to have a stronger commitment. Second, the indirect route through POS is when employees feel appreciated, they respond with a positive attitude towards the organization. These two mechanisms show that work experience and perception of the organization work simultaneously in forming commitments. Thus, this study confirms that the commitment of public

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employees is formed through a combination of psychological factors (job satisfaction), relational perception (POS), and contextual factors (bureaucratic culture). This synthesis shows that the model of organizational commitment in the public sector cannot be explained by Social Exchange Theory alone, but requires integration with the concepts of public service motivation and paternalistic culture.

CONCLUSION

The results obtained show that when employees view their work situation positively, their level of attachment to the organization tends to increase in the public service environment. Job satisfaction is proven to not only encourage the formation of a more positive perception of organizational support, but also directly strengthen employee bonds to the organization. This illustrates that employee commitment not only arises because of a reciprocal relationship with the organization, but also because employees feel comfortable, appropriate, and fulfilled in their work. The perception of organizational support also plays a role in strengthening employee commitment. When employees feel valued and cared for, they tend to contribute more and show higher loyalty. However, the finding that organizational support mediates only part of the relationship between job satisfaction and commitment suggests that employee commitment to the public sector is not fully formed through exchange mechanisms. Internal factors such as the value of public service, a sense of moral responsibility, and the nature of the job that provides satisfaction also affect employee commitment.

The results of this study show that in the context of public organizations that have a bureaucratic structure and paternalistic culture, the path of formation of commitments has a more complex character. In other words, increasing commitment is not enough only through the creation of a perception of support, but also through fulfilling aspects of work that are relevant to employee needs. This research provides an understanding that the commitment strengthening strategy requires a comprehensive approach, involving increasing job satisfaction as well as providing organizational support that is more real and felt directly by employees.

The practical implications of this study confirm that increasing commitment is not enough to be done through increasing the perception of organizational support alone. Public organizations need to implement more concrete and structured programs, such as the Employee Assistance Program (EAP) to support employee psychological well-being, a regular performance feedback system, and improvements to work design so that employees feel adequate role clarity, autonomy, and challenges. Given that POS mediation is only partial, structural improvements in aspects of work need to be prioritized because this approach is more effective than just increasing organizational support in an effort to build employee commitment in a sustainable manner.

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