

## The Role of Perceived Organizational Support on Employee Job Performance as Mediated by Psychological Capital and Career Engagement in Government Agencies

Ajeng Indria Sari

Faculty of Economics and Business, University of Indonesia, Jakarta, Indonesia

### Information Article

#### History Article:

Submitted: 20 June 2024

Revised: 23 July 2024

Accepted: 28 July 2024

#### Keywords:

*Perceived Organizational Support; Performance; Psychological Capital; Career Engagement; Civil Servants.*

### Abstrak

This research aims to analyze the impact of Perceived Organizational Support (POS) on Psychological Capital (PsyCap), Career Engagement (CE), and Job Performance of Civil Servants in one government institution. This research also examines the indirect effect of POS on performance through the mediating role of career involvement and PsyCap. Research subjects are civil servants who have worked for a minimum of 2 (two) years in Technical Government Agencies. Data were collected using the IWP Questionnaire, Psychological Capital Questionnaire (PCQ), Career Engagement Scale (CES), and Perceived Organizational Support (POS) Scale, analyzed using Structural Equation Modeling (SEM) techniques. This research proposed the hypothesis that PsyCap and CE provide significant personal resources to help improve individual modalities in managing organizational support to achieve organizational performance. When civil servants have strong psychological modalities and are actively involved in advancing their careers, they ultimately also improve their performance. PsyCap is a modality that provides employees with psychological resources that benefit their career engagement and performance. CE, on the other hand, helps facilitate the effects of PsyCap on performance. This research is one of the few studies that focuses on research related to the impact of perceived organizational support on performance, PsyCap, and career engagement in public organizations.

## Peran *Perceived Organizational Support* terhadap *Job Performance* Pegawai yang dimediasi oleh *Psychological Capital* dan *Career Engagement* di Instansi Pemerintah

### Abstract

Penelitian ini bertujuan untuk menganalisis dampak *Perceived Organizational Support* (POS) terhadap *Psychological Capital* (PsyCap), *Career Engagement* (CE) dan *Job Performance* PNS di salah satu institusi pemerintah. Penelitian ini juga menguji pengaruh tidak langsung POS terhadap kinerja melalui peran mediasi keterlibatan karir dan PsyCap. Subjek penelitian adalah PNS yang telah bekerja minimal 2 (dua) tahun di Instansi Pemerintah Teknis. Data dikumpulkan dengan menggunakan Kuesioner IWP, Kuesioner Modal Psikologis (PCQ), Skala Keterlibatan Karir (CES), dan Skala *Perceived Organizational Support* (POS) dan dianalisis menggunakan Persamaan Struktural Teknik pemodelan (SEM). Penelitian ini mengajukan hipotesis bahwa PsyCap dan CE menyediakan sumber daya pribadi yang signifikan untuk membantu meningkatkan modalitas individu dalam mengelola dukungan organisasi untuk mencapai kinerja organisasi. Ketika PNS memiliki modalitas psikologis yang kuat dan aktif terlibat untuk memajukan karir, pada akhirnya mereka juga meningkatkan kinerja mereka. PsyCap adalah modalitas karyawan dengan sumber daya psikologis yang bermanfaat keterlibatan karir dan kinerja mereka. CE, di sisi lain, membantu memfasilitasi efek PsyCap pada kinerja. Penelitian ini adalah salah satu dari sedikit penelitian yang fokus pada penelitian terkait dampak persepsi dukungan organisasi terhadap kinerja, PsyCap, dan keterlibatan karir di organisasi publik.

How to Cite: Sari, A.I. (2024). The role of perceived organizational support on employee job performance as mediated by psychological capital and career engagement in government agencies. *Economy Business*, 29 (2), 99-109

correspondence Address

Institutional address: Jl. Prof. Dr. Sumitro Djojohadikusumo, Depok, Indonesia

E-mail: [ajeng.indria04@gmail.com](mailto:ajeng.indria04@gmail.com)

ISSN

0853-7283 (print) 2528-0503 (online)

The performance of Civil Servants becomes the main aspect in achieving organizational performance, as well as proving the good governance practices of government agencies (Riyanto et al., 2021). People are increasingly critical, demanding the government to improve the quality of services and governance to maximize the impact of the performance of government agencies, which can be felt directly by the community. Several effort to improve service quality and government governance are coordinated by the Ministry of State Apparatus Empowerment and Bureaucratic Reform, through the Bureaucratic Reform program (Humas MENPANRB, 2023).

Bureaucratic reform is the government's way of controlling and implementing good governance practices in government agencies. People are increasingly critical, demanding the government to improve the quality of services and government governance. Several effort to improve service quality and government governance are coordinated by the Ministry of State Apparatus Empowerment and Bureaucratic Reform, through the Bureaucratic Reform program (Humas MENPANRB, 2023).

Nasution & Hidayah (2021), summarizes the government's efforts to meet the performance targets expected by the public in the bureaucratic reform program. Until finally in 2019, the President simplified the bureaucracy and the focus of HR management shifted to functional positions based on competency and expertise.

Riyanto et al. (2021) argue that to prove the success of bureaucratic reform, government agencies are obliged to ensure changes in the management of their civil servants. These changes in apparatus management will ensure that the quality of civil servants who carry out government duties are loyal, competent, productive, and able to maximize their performance. Based on observations from this study, employee performance is influenced by

how capable the employee is of motivating himself and increasing commitment to his organization, as well as completing the tasks given with full responsibility.

This ideal condition will of course not work without positive policies and environments. In their study, Napitupulu (2017) stated that employee commitment to the organization will increase if the organization can provide opportunities for employees to contribute to decision making, provide appropriate information, and involve employees in determining organizational targets. Management behavior and organizational policies are the basis for employees' thinking in interpreting organizational support.

Perceived organizational support depends on employees' perceptions of the organization's intentions in responding to their performance (Kurtessis et al., 2015). It is a social exchange process where employees feel they have an obligation to help the organization achieve targets, also employees are given economic and socioeconomic rewards.

In line with this, Ali Khan et al. (2022) in their study also stated that organizational policy support, or what is better known as perceived organizational support, needs to be developed to improve intrinsic factors that can strengthen employee performance. Pattnaik & Pattnaik (2021) in their research argued that employees' positive perceptions of organizational support (perceived organizational support) will strengthen positive psychological modalities known as Psychological Capital. Other research by Tian et al. (2023) also argues that perceived organizational support can create positive conditions that employees need to develop in the workplace.

Changes in regulations, technology, labor market conditions, and organizational performance demands, require employees to continually engage in improving and

implementing new career, job skills, and behaviors that will help them remain efficient in their jobs (Parker, 2016). Given the changes in civil servant management, they must be actively involved in managing and shaping their careers because it is expected that they will experience more career transitions and make more career decisions throughout their lives (Hirschi et al., 2015).

Suseno et al. (2020) argue that the implications of proactive career behavior have significant value for both organizations and individuals in public sector organizations. This is because proactive career behavior influences the creativity and innovation of civil servants. As a result, individual creativity and innovation impact the ability and willingness of employees to serve the public interest (Vivona et al., 2023), which is the performance objective of public institutions.

Psychological capital and career engagement are positive individual constructs in the world of work that are widely explored by researchers. The relationship between these two variables is found in the research of Daswati et al. (2022) who argue that psychological capital can predict performance, while career engagement has the same effect as work engagement on performance. The potential of psychological capital and career engagement in mediating performance in the public sector needs to be developed so that it can be used as input in developing civil servant management models.

Changes due to societal demands, global economic conditions, and technological developments, which result in changes to work systems, need to be addressed immediately by BMKG. BMKG must prepare organizational support that is appropriate to changing conditions to better attract the contribution and performance of high performing employees because employee quality of life can be directly influenced by the support of the organization where the individual works (Bonaiuto et al., 2022;

Maan et al., 2020). In addition, the current era of globalization makes organizations around the world operate in a complex, diverse, dynamic, competitive, and unstable environment (Rante et al., 2023)

Research by Ninh et al. (2017) shows that the organizational support felt by employees in unstable conditions has been proven to help reduce the level of stress and emotional exhaustion of employees during work, thus, the role of the organization is very dependent on the level of life satisfaction of employees who can develop their skills in a complex and dynamic work environment.

With changes that are predicted to continue to roll out in civil servant management, civil servant individuals are needed to proactively manage career possibilities based on their competencies and qualifications. This proactive behavior will logically encourage employee efforts to develop employee competence and performance.

## LITERATURE REVIEW

### 1. Job Performance

Koopmans et al. (2011) developed a framework for individual work performance dimensions with three dimensions, namely

#### *a. Task Performance*

It is an individual's skill in carrying out core substantive or technical tasks as his job duties, including completing work according to quantity and quality standards, having knowledge about work, regular training, accurate and neat work results, being able to carry out planning and organizing, administration, making work decisions, problem solving, oral and written communication, as well as monitoring and controlling resources.

#### *b. Contextual Performance*

Is a form of behavior that supports the organizational, social, and psychological environment of the workplace together with

forms of individual behavior in the form of showing extra effort, initiative, enthusiasm, attention to tasks, motivation, dedication, proactiveness, creativity, facilitating the work of colleagues and teams, being able to work together, and communicate.

### c. *Counterproductive Work Behavior*

This is behavior that is detrimental to the organization. Behaviors included not doing tasks, taking too many or longer breaks, absenteeism, complaining, being late, doing tasks incorrectly, ignoring work safety, abuse of authority, and theft.

Subsequent research, Koopmans et al. (2011) formulated changes to the job performance dimensional framework into three dimensions, namely task performance, contextual performance, and counterproductive work behavior. This study concludes that adaptive performance is an aspect of contextual performance, and by using these three dimensions, the definition and scale of individual work performance can be generalized to all work sectors.

## 2 . Career Engagement

Changes in the world of work require individuals to develop skills and independently direct their careers. Development requires active employees to engage in proactive career behavior for objective career success, that is, achieving performance targets and subjective established standards of success applied to himself (Ganong, 2008; Kossek & Ozeki, 1998; Maggiori et al., 2013). Career is an important factor that can motivate employees to improve performance or stay in the organization, and of course determines income. Therefore, career development is important for employees and becomes the focus of their work life (Fauziah & Aprilianti, 2021; Wang et al., 2023).

## 3. Psychological Capital

Psychological capital according to Robbins & Judge (2006) means a psychological construct of positive individual development, which is characterized by (1) having the confidence to accept challenges and strive to succeed in tasks (self-efficacy), (2) making positive attributions (optimism) about current and future individual success, (3) persevering towards goals and, if necessary, redirecting towards goals (hope) to succeed, and (4) when facing problems and difficulties, surviving and bouncing back and even surpassing these problems (resilience) to achieve success.

Based on this definition, the dimensions of psychological capital include:

### a. *Self-efficacy*

Referring to Bandura's theory and research (1986, 1997) in Robbins & Judge (2006), the term of self-efficacy, is defined as a person's beliefs about his or her ability to mobilize the motivation, cognition, and direction of action necessary to carry out a particular behavior in a particular context.

### b. *Optimism*

Optimism psychological capital is positive expectations globally, realistically considering what factors and attributions influence the occurrence of certain events, positive or negative, that occur in the past, present and future (Robbins & Judge, 2006). The dimension emphasizes the importance of proactive planning with alternative plans to achieve the desired goal if the initial plan is blocked. Specifically, a person's will and determination will motivate the search for alternative adjustments to plans, while creativity, innovation and resourcefulness will fuel a person's energy and sense of control, which when combined will increase hope.

### d. *Resilience*

Robbins & Judge (2006) generalizes and expands positive psychology's view of resilience in the world of work, with the initial definition being the capacity to bounce back from difficulties,

conflict, failure, or even positive events, such as progress and increased responsibility. Resilience in psychological capital is not only being able to bounce back to normal conditions but also using difficulties as a stepping stone towards growth and development.

There are several other definitions related to resilience explained by Robbins & Judge (2006) to develop an initial definition, by referring to the definition of Caza & Milton (2012) that resilience in the workplace, as a positive and sustainable development path, where individuals demonstrate their ability to face difficulties and then experience professional growth as well as improvement after going through these challenges characterized by the competence shown when facing challenges and professional growth after going through challenges. Another definition from Masten. Ann S. (2010), resilience is a pattern of positive adaptation during or after significant difficulties or risks. Based on several definitions, Robbins & Judge (2006) completes the definition of resilience by controlling external factors in an effort to achieve certain targets.

#### **4 . Perceived Organizational Support**

Perceived organizational support is employees' beliefs about how and to what extent, the organization will support them in managing performance and help manage the pressure they feel when performing. There are three ways to implement perceived organizational support (van der Laken et al., 2018), namely reducing job uncertainty and pressure, providing sufficient resource support, and increasing the sense of obligation to make contributions in return for the support received. Positively, perceived organizational support will encourage organizational efforts to meet employees' socio-emotional needs, and employees will feel obliged to support the achievement of organizational targets (Rhoades et al., 2001).

Sun & Wang (2019) discusses the differences between psychological contracts and perceived organizational support, where both constructs use the principles of social exchange theory. The psychological contract relies on a mutual commitment between the employee and the organization and represents the employee's and organization's perception of mutual obligations. In contrast, perceived organizational support emphasizes organizational commitment to employees and is therefore one-sided. Second, perceived organizational support generally appears after employees enter the organization, and is formed through their own observations and superiors' behavior, while psychological contracts can be formed before employees enter the organization.

Research on factors that influence perceived organizational support, its causal relationship with HR management practices, has continued to develop since this construct was researched. McNichols (2017) discusses several influencing factors, including justice, leadership support, HR policy or management practices, and working conditions. Work role characteristic factors, job enrichment processes and role stress at work also play a role in shaping perceived organizational support.

Specific working conditions, such as autonomy and participation in decision making demonstrate the organization's trust in employees to make wise decisions (McNichols, 2017). Kurtessis et al. (2015) found that conditions of job enrichment, autonomy, and participation in decision making were substantially correlated with perceived organizational support. In contrast, three role stresses, such as role ambiguity, role expectation conflict, and workload overload, show a weak negative correlation with perceived organizational support.

## RESEARCH METHOD

The model used in the research is to test the impact of perceived organizational support on the performance of civil servants, in this case functional officials, which is mediated by psychological capital and career engagement in one of the technical government agencies. Data collection used Microsoft Survey to ensure the confidentiality of the names of research subjects. Respondents consisted of 718 functional civil servants from all regions of Indonesia. The sampling technique is purposive sampling. The survey consisted of 51 questions adapted from previous research, with 7 Likert scale responses. Analysis used SEM to measure the overall model structure and relationships between variables.

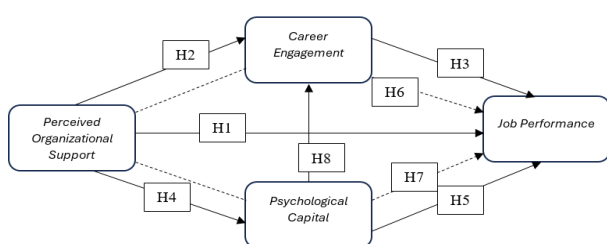


Figure 1. Research Model

Hypotheses:

- H1: Perceived Organizational Support has a positive and significant influence on performance
- H2: Career Engagement has a positive and significant influence on performance
- H3: Psychological Capital has a positive and significant influence on performance
- H4: Perceived Organizational Support has a positive and significant influence on career engagement
- H5: Perceived Organizational Support has a positive and significant influence on Psychological Capital
- H6: Career Engagement mediates the relationship between Perceived Organizational Support and performance
- H7: Psychological Capital mediates the relationship between Perceived Organizational Support and performance
- Hypothesis 8: Psychological Capital has a positive and significant influence on Career Engagement

## RESULTS

### Respondent Characteristics

Respondents' majority of male respondents with a percentage of 68% with a total of 486 respondents, while the percentage of female respondents was 32%. Age composition of respondents in this study. more dominated by respondents with an age range of 31 to 40 years with a total of 36.94%, which is the age group of civil servants in junior and middle level functional positions

### Validity and Reliability Test Results

The research variables consist of two latent variables and two dimensionless variables. So, the Level 1 Measurement Model Analysis test (1<sup>st</sup> CFA) and Level 2 Measurement Model Analysis (2<sup>nd</sup> Order CFA) were carried out.

Table 1. Validity and Reliability Results

Variable	CR	AVE
Job Performance	0.849	0.67
Career Engagement	0.957	0.715
Psychological Capital	0.951	0.83
Perceived Organizational Support	0.962	0.761

All statement items in the variable indicators have a loading factor value > 0.50, therefore all statement items are valid (Haryono, 2016: 110). The CR value for all dimensions is ≥ 0.70 and the AVE value is ≥ 0.50, this indicates that these dimensions are reliable (James W, Elston D, 2016).

Table 2. Goodness of Fit

Goodness of Fit Indices	Cut – Off Value	Results	Information
Absolute Fit Measures			
RMSEA	≤ 0.08	0.072	Good Fit
Incremental Fit Measures			
NFI	≥ 0.90	0.98	Good Fit
RFI	≥ 0.90	0.97	Good Fit
IFI	≥ 0.90	0.98	Good Fit
CFI	≥ 0.90	0.98	Good Fit
NNFI	≥ 0.90	0.98	Good Fit
Parsimonious Fit Measures			
PGFI	0 ≤ PGFI ≤ 1	0.68	Good Fit
PNFI	PNFI ≥ 0.5	0.91	Good Fit
CAIC		6668.49	Good Fit

Sources: Data processed by LISREL 8.8

Based on the table above, it can be concluded that the model in the research is fit, the model is said to be feasible if each of the goodness of fit criteria, namely absolute fit indices, incremental fit indices, and parsimony fit indices are represented (Malhotra, 2019). In absolute fit indices, there is one good fit criterion, in incremental fit indices there are five good fit criteria, while in parsimony fit indices there are three good fit criteria. Therefore, it is concluded that the model is fit because each criterion of goodness of fit has been represented.

**Hypothesis testing**

If the t-value is  $\geq 1.967$ , then the research hypothesis is accepted (Malhotra, 2019).

**Table 3. Direct Hypothesis**

Track	Coefficient	t-values	t-table	Conclusion
POS → JP	-0.022	1.13	1,967	H1 Rejected
POS → CE	0.046	1.25	1,967	H2 Rejected
CE → JP	0.17	7.29	1,967	H3 Accepted
POS → PC	0.40	14,12	1,967	H4 Accepted
PC → JP	0.66	17.31	1,967	H5 Accepted
PC → CE	0.86	15.99	1,967	H8 Accepted

Sources: Data processed by LISREL 8.8

1. The POS→JP path obtained a negative coefficient value of -0.022 and a t-value of 1.13 < 1.967, so H1 was rejected, meaning that Perceived Organizational Support does not have a positive and significant influence on performance.
2. The POS→CE path obtained a positive coefficient value of 0.046 and a t-value of 1.25 < 1.967, so H2 was rejected, meaning that Perceived Organizational Support does not have a positive and significant influence on Career Engagement.
3. The CE→JP path obtained a positive coefficient value of 0.17 and a t-value of 7.29 > 1.967, so H3 was accepted, meaning Career Engagement has a positive and significant influence on performance.
4. The POS→PC path obtained a positive coefficient value of 0.40 and a t-value of 14.12 > 1.967, so H4 is accepted, meaning that Perceived Organizational Support has a positive and significant influence on Psychological Capital.

5. The PC→JP path obtained a positive coefficient value of 0.66 and a t-value of 17.31 > 1.967, so H5 is accepted, meaning Psychological Capital has a positive and significant influence on performance.
6. The PC→CE path obtained a positive coefficient value of 0.86 and a t-value of 15.99 > 1.967, so H8 was accepted, meaning Psychological Capital has a positive and significant influence on Career Engagement.

**Table 4. Indirect Hypothesis**

Track	a	b	Sa	SB	Sobel Test	Con.
POS → CE → JP	0.046	0.17	0.054	0.024	0.846	H6 Rejected
POS → PC → JP	0.40	0.66	0.028	0.038	11,033	H7 Accepted

Sources: Data processed by LISREL 8.8

In indirect effect test, this study found that H6 was rejected, meaning that career engagement does not mediate the relationship between perceived organizational support and performance. This decision based on the Sobel test score of 0.846 < 1.967. Nonetheless, H7 was accepted. The result explained that psychological capital mediates the relationship between perceived organizational support and performance. The result obtained a Sobel test score of 11.033 > 1.967.

**DISCUSSION**

Based on the initial ten hypotheses, two direct relationship hypotheses were rejected or could not be proven, and eight hypotheses were accepted. Although in several other studies, the form of perceived organizational support can directly influence employee commitment to reciprocate to the organization. The hypothesis regarding perceived organizational support, which does not have a direct influence on career engagement, proves that for employees to be committed to developing their careers, not only support from the organization is needed, but other individual modalities are needed to be able to maintain this proactive behavior. The indirect

hypothesis of the relationship between perceived organizational support and job performance which is mediated by career engagement is supported by initial research (Yenen & Çarkit, 2023; Hirschi et al., 2015) where other variables are needed to accelerate employee performance. Other mediating factors are needed that can generate commitment. other affective.

In accordance with its objectives, research results can be used to recommend policy changes or design new policies in several ways, including changes in organizational support policies for employee welfare. Welfare is identical to the take home pay received by employees. However, taking home pay for civil servants cannot yet be a flexible factor as a high-performance reward. The civil servant welfare factor that can be concerned is career. Then, a career with promotions in position and class will increase the level of income received. However, the perception of this career in general has not changed because competitive policies with competency test instruments and certification per level are still considered mere administrative requirements. The context of this research is in the public sector/PNS, where careers are considered like flowing water, so that extra effort or proactiveness is perceived negatively or assumed to be ambitious. Next, it is necessary to design a special communication strategy for career management and talent management for civil servants and link it to rewards other than salary or allowances. The implementation of organizational support in the development of individual modalities is more necessary for research locus institutions. Robbins & Judge (2006) suggests developing psychological capital through the dimensions of hope and resilience with the support of enrichment policies and periodic rotation.

## CONCLUSION

This study aims to examine the influence of perceived organizational support on job performance, mediated by career engagement and psychological capital. The research context focuses on functional officials, with a sample size of 718 employees. Recent changes in the evaluation of organizational job performance and Civil Service management have transformed overall work processes. Organization must promptly adapt to the new job performance evaluation system, as the organizational job performance scores will directly affect the size of employee performance allowances. Organizational job performance, inherently hierarchical, is supported by individual performance. Therefore, organization's role in supporting individual performance amid evolving career management, changing times, and increasing life and work demands must be realized in internal policy.

According to the study's findings, perceived organizational support does not directly affect employee job performance. Employees perceive that organization provides support to achieve organizational job performance targets through reward systems and competency development opportunities. However, this perception has not been proven to directly drive improvements in employee job performance. Organizational support has yet to motivate employees to proactively develop their careers, largely due to unappealing job designs, particularly for those in regional offices. Thus, this phenomenon calls for updating interesting Job descriptions, despite an increasing number of undocumented work tasks. Furthermore, this will lead to need for established mechanisms through which employees can formally consult or express grievances, an important factor considering the wide span of control and oversight, often distancing policies from on-the-ground realities.

The research highlights that proactive employees tend to actively plan steps to accelerate promotions and career advancements. Based on the latest job performance management regulations, promotions and rank advancements are contingent upon exceeding performance expectations, incentivizing employees to surpass standard targets.

Psychological capital among employees' samples are also linked to job performance. Employees feel confident in finding solutions to unresolved work-related issues. This might be caused by inter-unit collaboration systems, facilitating resource access, and enabling employees to find alternative ways to overcome obstacles. A common belief for civil servants is that every problem carries a valuable lesson, reinforcing positive attitudes when confronting challenges.

The study concludes that positive psychological states influence employees' proactive attitudes in career development. Intrinsic motivation, such as passion for work, the drive for personal achievement, and a positive outlook on job tasks, play a significant role in career engagement. Meanwhile, extrinsic motivations, such as promotions and financial incentives, also contribute but may not be as influential in the long term, particularly in the public sector, where financial incentives are regulated by legislation.

## REFERENCES

- Ali Khan, M., Shafique, D. Z., & Qasim, A. (2022). The impact of perceived organizational support program on employee performance in the presence of job satisfaction. *International Journal of Social Science and Human Research*, 05 (12). <https://doi.org/10.47191/ijsshr/v5-i12-33>
- Bonaiuto, F., Fantinelli, S., Milani, A., Cortini, M., Vitiello, M. C., & Bonaiuto, M. (2022). Perceived organizational support and work engagement: the role of psychosocial variables. *Journal of Workplace Learning*, 34(5). <https://doi.org/10.1108/JWL-11-2021-0140>
- Caza, B. B., & Milton, L. P. (2012). Resilience at Work: Building Capability in the Face of Adversity. *The Oxford Handbook of Positive Organizational Scholarship*. <https://doi.org/10.1093/oxfordhb/9780199734610.013.0068>
- Daswati, D., Wirawan, H., Hattab, S., Salam, R., & Iskandar, A. S. (2022). The effect of psychological capital on performance through the role of career engagement: Evidence from Indonesian public organizations. *Cogent Social Sciences*, 8(1). <https://doi.org/10.1080/23311886.2021.2012971>
- Fauziah, A., & Aprilianti, W. (2021). Pengembangan media belajar botani berupa booklet keanekaragaman pisang. *Seminar Nasional VI*.
- Ganong, W. F. (2008). *Fisiologi Kedokteran*. Jakarta: EGC
- Rante, G. A., Titirloloby, J., Sitaniapessy, G., Huwae, L. M. C., Ruban, A., & Manuputty, G. D. (2023). Sosialisasi gemar menabung sejak dini pada siswa kelas VII SMP Negeri 8 Ambon. *Jurnal Pengabdian Masyarakat Sains dan Teknologi*, 2(2), 95-103.
- Hirschi, A., Herrmann, A., & Keller, A. C. (2015). Career adaptivity, adaptability, and adapting: A conceptual and empirical investigation. *Journal of Vocational Behavior*, 87. <https://doi.org/10.1016/j.jvb.2014.11.008>
- Humas MENPANRB. (2023). KIPP 2023 berakhir, top inovasi pelayanan publik terpuji tahun 2023 diumumkan. *Kementerian Pendayagunaan Aparatur Negara Dan Reformasi Birokrasi*. <https://menpan.go.id/site/berita-terkini/kipp-2023-berakhir-top-inovasi->

[pelayanan-publik-terpuji-tahun-2023-diumumkan](#)

- Koopmans, L., Bernaards, C. M., Hildebrandt, V. H., Schaufeli, W. B., De Vet Henrica, C. W., & Van Der Beek, A. J. (2011). Conceptual frameworks of individual work performance: A systematic review. *Journal of Occupational and Environmental Medicine*, 53(8).  
<https://doi.org/10.1097/JOM.0b013e318226a763>
- Kossek, E. E., & Ozeki, C. (1998). Work-family conflict, policies, and the job-life satisfaction relationship: A review and directions for organizational behavior-human resources research. *Journal of Applied Psychology*, 83(2).  
<https://doi.org/10.1037/0021-9010.83.2.139>
- Kurtessis, J. N., Eisenberger, Robert, Ford, M. T., Buffardi, L. C., Stewart, K. A., & Adis, C. S. (2015). Perceived organizational support: a meta-analytic evaluation of organizational support theory. *Journal of Management*.
- Maan, A. T., Abid, G., Butt, T. H., Ashfaq, F., & Ahmed, S. (2020). Perceived organizational support and job satisfaction: a moderated mediation model of proactive personality and psychological empowerment. *Future Business Journal*, 6(1).  
<https://doi.org/10.1186/s43093-020-00027-8>
- Maggiore, C., Johnston, C. S., Krings, F., Massoudi, K., & Rossier, J. Ô. (2013). The role of career adaptability and work conditions on general and professional well-being. *Journal of Vocational Behavior*, 83(3).  
<https://doi.org/10.1016/j.jvb.2013.07.001>
- Mallhotra, N. K. (2019). *Marketing Research: An Applied Orientation, 7th. Edition*. New York: Pearson.
- Masten. Ann S. (2010). Ordinary magic: lessons from research on resilience in human development. *Education Canada*, 40(1).
- McNichols, C. (2017). The Supervisor. *Journal of Poetry Therapy*, 30(2).  
<https://doi.org/10.1080/08893675.2017.1266207>
- Napitupulu, D. (2017). Analysis of factors affecting the website quality based on WebQual approach (study case: XYZ University). *International Journal on Advanced Science, Engineering and Information Technology*, 7(3).  
<https://doi.org/10.18517/ijaseit.7.3.1748>
- Nasution, N. H., & Hidayah, A. (2021). Gambaran pengetahuan masyarakat tentang pencegahan COVID-19 di Kecamatan Padangsidimpuan Batunadua, Kota Padangsidimpuan. *Jurnal Kesehatan Ilmiah Indonesia (Indonesian Health Scientific Journal)*, 6(1).  
<https://doi.org/10.51933/health.v6i1.419>
- Ninh, P. T., Thi, T., Thảo, P., Lộc, T. V., & Dung, N. T. (2017). Về thành hóa học từ dịch chiết etyl axetat của cây nhân dê ( *Lepisanthes rubiginosa* ) thu hái tại huyện Phú Lộc , tỉnh Thừa Thiên - Huế. *Tạp Chí Hóa Học*, 55(1).
- Parker, D. (2016). International valuation standards: A guide to the valuation of real property assets. *Jurnal Penelitian Pendidikan Guru Sekolah Dasar*, 6(August).
- Pattnaik, S., & Pattnaik, S. (2021). Exploring employee performance dimensionality in Indian public sector units. *International Journal of Productivity and Performance Management*, 70(3).  
<https://doi.org/10.1108/IJPPM-08-2019-0374>
- Rhoades, L., Eisenberger, R., & Armeli, S. (2001). Affective commitment to the organization: The contribution of perceived

- organizational support. *Journal of Applied Psychology*, 86(5).  
<https://doi.org/10.1037/0021-9010.86.5.825>
- Riyanto, S., Endri, E., & Herlisha, N. (2021). Effect of work motivation and job satisfaction on employee performance: Mediating role of employee engagement. *Problems and Perspectives in Management*, 19(3).  
[https://doi.org/10.21511/ppm.19\(3\).2021.14](https://doi.org/10.21511/ppm.19(3).2021.14)
- Robbins, S. P., & Judge, T. A. (2006). *Organizational Behavior an Evidence-Based Approach*. NY: McGraw-Hill.
- Sun, S., & Wang, X. (2019). Promoting traceability for food supply chain with certification. *Journal of Cleaner Production*, 217.  
<https://doi.org/10.1016/j.jclepro.2019.01.296>
- Suseno, S. H., Rizkon, A. K., Jacoeb, A. M., Nurjanah, N., & Supinah, P. (2020). Ekstraksi dry rendering dan karakterisasi minyak ikan patin (*Pangasius sp.*) hasil samping industri filet di lampung. *Jurnal Pengolahan Hasil Perikanan Indonesia*, 23(1), 38–46.  
<https://doi.org/10.17844/jphpi.v23i1.30722>
- Tian, L., Guan, X., Dong, Y., Zong, S., Dai, A., Zhang, Z., & Guo, L. (2023). Improved overall water splitting for hydrogen production on aluminium-doped SrTiO<sub>3</sub> photocatalyst via tuned surface band bending. *Environmental Chemistry Letters*, 21(3).  
<https://doi.org/10.1007/s10311-023-01580-8>
- van der Laken, P., Bakk, Z., Giagkoulas, V., van Leeuwen, L., & Bongenaar, E. (2018). Expanding the methodological toolbox of HRM researchers: The added value of latent bathtub models and optimal matching analysis. *Human Resource Management*, 57(3).  
<https://doi.org/10.1002/hrm.21847>
- Vivona, R., Demircioglu, M. A., & Audretsch, D. B. (2023). The costs of collaborative innovation. *Journal of Technology Transfer*, 48(3), 873–899.  
<https://doi.org/10.1007/s10961-022-09933-1>
- Wang, F., Du, Z., & Wang, S. (2023). Information multidimensionality in online customer reviews. *Journal of Business Research*, 159.  
<https://doi.org/10.1016/j.jbusres.2023.11.3727>
- Yenen, E. T., & Çarkit, E. (2023). Fear of COVID-19 and general self-efficacy among Turkish teachers: Mediating role of perceived social support. *Current Psychology*, 42(3), 2529–2537.  
<https://doi.org/10.1007/s12144-021-02306-1>