



## The Effect of Perceived Organizational Support and Work Environment on Performance: The Mediating Role of Job Satisfaction at BKN Regional VIII

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**ABSTRACT:** This research proposes an integrated mediation framework that investigates how perceived organizational support (POS) and the work environment influence employee performance through the mechanism of job satisfaction at the Regional Office VIII of Indonesia's National Civil Service Agency. The study responds to a persistent gap in public-sector performance research by linking structural conditions of work with an attitudinal pathway within the Indonesian civil service. A quantitative census involving 86 civil servants was conducted, and the data were processed using PLS-SEM in SmartPLS 4.0. The analysis reveals that both POS and the work environment significantly elevate job satisfaction, although neither factor directly drives performance. Job satisfaction functions as a full mediator for the effects of POS and the work environment on performance and significantly boosts employee performance. The model demonstrates strong explanatory capacity, with R<sup>2</sup> values of 0.851 for job satisfaction and 0.599 for performance. These results highlight job satisfaction as the principal channel through which supportive practices and conducive work conditions translate into performance. The study strengthens social exchange theory and enriches public-sector HRM literature by showing that, in bureaucratic institutions, performance outcomes stem primarily from employees' attitudinal responses to organizational support and work quality.

**Keywords:** Organizational Support, Work Environment, Job Satisfaction, Employee Performance.



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## INTRODUCTION

*Human Resource Management (HRM)* plays a central role in achieving organizational goals through the strategic utilization of employees. (Hasibuan, 2020) defines *HRM* as a discipline that regulates the relationship and role of the workforce to realize effective and efficient achievement of organizational, employee, and societal objectives. In the context of public sector institutions, particularly among civil servants in Indonesia (*Aparatur Sipil Negara* or *ASN*), *HRM* is not limited to administrative systems, but also includes behavioral alignment with core values such as service orientation, accountability, competence, harmony, loyalty, adaptability, and collaboration, as outlined in the national *BerAKHLAK* values.

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The Indonesian government formalized performance management for *ASN* through Regulation No. 6 of 2022 by the Ministry of Administrative and Bureaucratic Reform (*Permenpan RB*). This regulation mandates performance planning, implementation and supervision, performance evaluation, and follow-up, emphasizing both behavioral and output indicators. Performance evaluations conducted at the Regional Office VIII of the National Civil Service Agency (*BKN*) indicate a disparity between reported technical achievements and actual organizational performance. In 2023, the *BKN* Regional Office VIII received a *SAKIP* accountability score of 68.82, categorized as “B”, which fell short of its target score of 80 ([Badan Kepegawaian Negara, 2023](#)). This performance gap suggests that formal performance systems and structural reforms alone are insufficient and that the core theoretical problem lies in understanding how psychological mechanisms inside the workplace explain why employees do not fully translate organizational targets into actual performance outcomes.

*Perceived organizational support (POS)* is one such psychological mechanism. *POS* refers to employees’ perceptions of the extent to which the organization values their contributions and cares about their well-being ([Eisenberger et al., 1986](#)). Rooted in *Social Exchange Theory* ([Blau, 2017](#)), *POS* represents a reciprocal relationship whereby supportive organizational treatment fosters loyalty, trust, and increased work effort. Prior studies have identified organizational justice, supervisor support, and equitable rewards as antecedents of *POS* ([Rhoades & Eisenberger, 2002](#)). Empirical evidence shows that *POS* is associated with higher job satisfaction, affective commitment, reduced withdrawal behavior, and increased in-role and extra-role performance ([Astuty & Udin, 2020](#); [Kurtessis et al., 2017](#); [Nasution & Karneli, 2023](#)). These findings indicate that employees’ subjective sense of being supported is a key attitudinal channel through which organizational practices can influence performance.

Another important determinant of performance is the *work environment*, which captures the contextual conditions in which employees carry out their tasks. ([Sedarmayanti, 2017](#)) categorizes the work environment into physical and non-physical dimensions. The physical environment includes lighting, temperature, noise levels, and ergonomic safety, while the non-physical environment encompasses interpersonal relationships, communication climate, psychological comfort, and organizational support. ([Robbins & Judge, 2015](#)) assert that both dimensions influence employee motivation and engagement, while unhealthy work environments may lead to stress, dissatisfaction, and decreased productivity. Studies by Antari and Suwandana (2023) and ([Baharsyah et al., 2024](#)) confirm the strong influence of both physical and psychosocial work conditions on employee satisfaction and performance, highlighting the work environment as a contextual mechanism that shapes employees’ attitudes and behaviors.

Job satisfaction functions not only as a direct predictor of performance but also as a mediating variable linking *POS* and work environment to performance outcomes. ([Kinicki & Fugate, 2018](#)) define job satisfaction as an affective response to various aspects of a job, including compensation, recognition, growth opportunities, supervisor quality, and working conditions. ([Locke, 1976](#)) emphasizes that satisfaction results when job outcomes align with individual expectations, while ([Luthans, 2011](#)) suggests that satisfied employees tend to show stronger commitment and higher productivity. Empirical evidence supports these claims, with studies by ([Al-Mamari et al., 2023](#)), ([Ayunasrah et al., 2022](#)), ([Omar et al., 2020](#)), and ([Yusnita et al., 2022](#)) confirming job satisfaction’s

role in improving both individual and organizational outcomes. Taken together, these perspectives position job satisfaction as a central psychological mechanism that can carry the effects of *POS* and work environment through to employee performance, especially in settings governed by formal performance regimes.

Employee performance in the *ASN* context is governed by a structured evaluation system as per *Permenpan RB No. 6/2022*, which includes rating scales for work results and behavioral attributes. Performance is assessed not only in terms of quantity and quality but also timeliness, independence, and efficiency ([Bernardin & Russell, 2010](#)). According to the 2024 staffing report from *BKN Regional Office VIII*, 86 civil servants are employed across managerial and technical roles, with most employees occupying functional positions. The office has established performance targets through its annual performance agreement (*PK*), including satisfaction indexes and audit compliance targets. Recent reports indicate that several key performance indicators (*IKU*) such as service quality, professionalism index, and internal management effectiveness have not fully met their targets ([Badan Kepegawaian Negara, 2023](#)). These persistent gaps reinforce the need for a theoretical model that explains how employees' perceptions of support, their experience of the work environment, and their job satisfaction jointly determine whether formal performance expectations are realized in practice.

Despite the growing body of research on *POS*, work environment, and job satisfaction, most prior studies have focused on private-sector employees or examined these variables separately. ([Pardamean, 2022](#)) investigated *POS* and satisfaction without including work environment, whereas ([Ahakwa et al., 2021](#)) examined job satisfaction and work environment without integrating *POS*. Other studies, ([Ningrum et al., 2021](#)), emphasize isolated variables or focus on non-*ASN* contexts. This fragmented approach creates a gap in understanding how *POS* and work environment jointly shape job satisfaction and, through it, employee performance within Indonesia's civil service, particularly under the new performance management regime mandated by *Permenpan RB No. 6/2022*. The lack of integrated models of *POS*, work environment, and job satisfaction in civil service contexts limits the ability of public-sector *HRM* to address the psychological roots of observed performance gaps.

To address this research gap, the present study examines the direct and indirect effects of *perceived organizational support* and *work environment* on employee performance, with job satisfaction as a mediating variable, at Regional Office VIII of the National Civil Service Agency (*BKN*), which oversees *ASN* management across four provinces. This study is novel because it develops and empirically tests an integrated structural model in which *POS* and work environment jointly influence performance entirely through job satisfaction in a post-reform Indonesian civil-service setting. Its primary theoretical contribution lies in demonstrating job satisfaction as a full psychological mechanism that transmits *POS* and work-environment effects to performance, thereby extending *Social Exchange Theory* and job satisfaction theory to the *ASN* context and to a formally regulated performance system. Its main practical contribution lies in providing evidence-based guidance for public-sector *HRM* that shows performance improvements at *BKN* and similar agencies depend less on additional procedural controls and more on systematic investments in organizational support and workplace conditions that effectively elevate civil servants' job satisfaction.

## **METHOD**

This study employed a quantitative research approach with a causal explanatory design, which is appropriate for testing theoretically derived hypotheses using empirical data ([Creswell, 2014](#); [Sekaran & Bougie, 2016](#)). The model integrates classical attitudinal and contextual variables *perceived organizational support* (POS), work environment, job satisfaction, and employee performance within a contemporary Indonesian public-sector performance management context. The approach offers methodological added value by combining established theories with full-population *Aparatur Sipil Negara* (ASN) data from a strategic regional office under a national regulatory framework.

The research was conducted at Regional Office VIII of the National Civil Service Agency (BKN) in Banjarbaru, South Kalimantan. The unit of analysis consisted of all 86 civil servants employed in this office. Given the manageable population size and the aim to avoid sampling error, a *census* sampling strategy was applied, in line with ([Sugiyono, 2017](#)) recommendation for total-population studies. External validity is supported by the fact that BKN Regional Office VIII manages ASN administration across four provinces and operates under the same regulatory and performance management regime as other BKN regional offices. The organizational structure, job categories, and performance indicators mirror those of comparable ASN units, which allows analytic generalization of the findings to similar public-sector agencies rather than to the broader population of all workers.

The study operationalized four latent variables using validated instruments from prior literature that were adapted to the cultural and organizational context of BKN Regional Office VIII. Perceived Organizational Support (X1) was measured using 4 indicators and 10 items adapted from ([Eisenberger et al., 1986](#)), covering perceived fairness, rewards and recognition, development opportunities, and concern for employee well-being. Work Environment (X2) comprised 2 indicators and 11 items based on ([Sedarmayanti, 2017](#)), capturing both physical conditions (such as lighting, temperature, and facilities) and non-physical conditions (including interpersonal climate and psychological comfort). Job Satisfaction (Z) was measured using 5 indicators and 10 items derived from Locke's (1976) satisfaction model, encompassing satisfaction with the work itself, recognition, compensation, career growth, and relationships with colleagues. Employee Performance (Y) was assessed with 6 indicators and 18 items adapted from ([Bernardin & Russell, 2010](#)), reflecting quantity, quality, timeliness, effectiveness, efficiency, and independence.

The adaptation process followed several steps to ensure cultural and organizational fit. Initial item pools from the original scales were translated and linguistically adjusted to reflect ASN terminology and the regulatory language used in BKN performance documents. Content validity was established through expert review involving two HRM academics and one senior BKN official, who evaluated item relevance, clarity, and contextual appropriateness. A small pilot test with a subset of ASN employees was conducted to check comprehension and response variability, leading to minor wording refinements. The subsequent *PLS-SEM* outer-model evaluation served as a further validation step, in which indicators with low loadings were removed to retain only items that robustly represented each construct.

Data were collected using a structured self-administered questionnaire with a 5-point *Likert* scale (1 = Strongly Disagree to 5 = Strongly Agree). Participation was voluntary, and respondents were

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assured of anonymity and confidentiality to reduce evaluation apprehension and social desirability bias. The questionnaire was distributed electronically through internal communication channels, allowing civil servants across divisions to respond during a specified time window. These procedural remedies, including anonymity, neutral item wording, and separation of constructs in the questionnaire layout, were implemented to mitigate potential common method bias.

Data analysis employed *Partial Least Squares–Structural Equation Modeling (PLS-SEM)* using *SmartPLS 4.0*. This technique was chosen for several reasons. The sample size ( $N = 86$ ) and the complexity of the model which includes multiple latent variables and full mediation paths are better accommodated by *PLS-SEM* than by covariance-based SEM or traditional multiple regression, which typically require larger samples and stronger distributional assumptions ([Hair et al., 2017](#)). The study's emphasis on prediction and explanation of variance in job satisfaction and performance, rather than on model fit to a population covariance matrix, aligns with the prediction-oriented nature of *PLS-SEM*. The method also handles potential non-normality in survey data and supports the simultaneous estimation of direct and indirect effects within a single structural model.

The evaluation of the measurement and structural models focused on key quality metrics rather than on technical description alone. Reliability and convergent validity were examined through composite reliability and Average Variance Extracted (AVE), with all constructs exceeding recommended thresholds, indicating that the items consistently captured their respective latent variables. Discriminant validity was assessed using the *Heterotrait–Monotrait (HTMT)* ratio, which demonstrated that the constructs were empirically distinct. The structural model was evaluated using the coefficient of determination ( $R^2$ ), predictive relevance ( $Q^2$ ), effect size ( $f^2$ ), and bootstrapped path coefficients. These indicators collectively show how well the model explains variance in job satisfaction and performance, how much each predictor contributes, and how stable the estimated relationships are, thereby supporting the robustness of the findings rather than merely documenting statistical procedures.

Common method bias was assessed both procedurally and statistically. Procedurally, anonymity assurances, non-leading item formulations, and varied item ordering were used to reduce respondents' tendency to provide consistent but artifactual responses. Statistically, full collinearity variance inflation factors (VIFs) were examined, and all VIF values remained below the conservative threshold of 3.3, indicating that a single latent factor did not account for the majority of covariance among the variables and suggesting that common method bias is unlikely to pose a serious threat to the validity of the results.

The theoretical framework underpinning the model is grounded in *Social Exchange Theory* ([Blau, 2017](#)), *Organizational Support Theory* ([Eisenberger et al., 1986](#)), and job satisfaction theory ([Edwin A Locke, 1976](#)). These perspectives jointly posit that perceived support and a conducive work environment shape employees' attitudinal states, particularly job satisfaction, which subsequently influence performance behaviors. The conceptual model is presented in Figure 1, illustrating both direct and indirect relationships among the variables investigated.

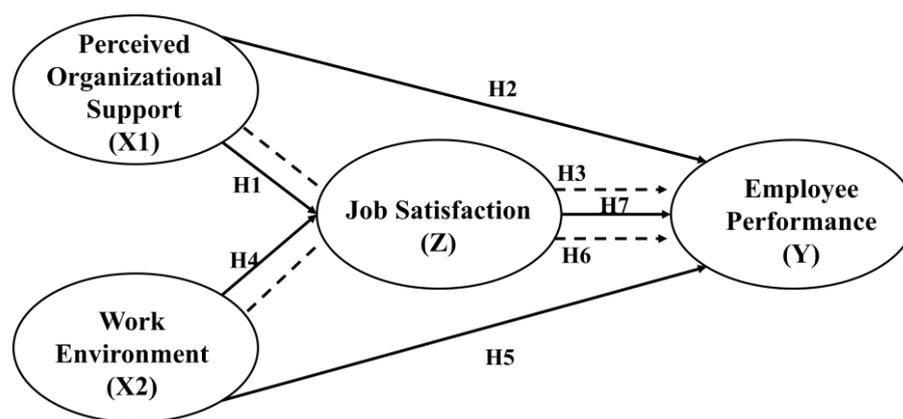


Figure 1: Conceptual Framework

Based on this conceptual framework, the following hypotheses were proposed:

- H1: Perceived Organizational Support has a positive and significant effect on Job Satisfaction.
- H2: Perceived Organizational Support has a positive and significant effect on Employee Performance.
- H3: Job Satisfaction fully mediates the effect of Perceived Organizational Support on Employee Performance.
- H4: Work Environment has a positive and significant effect on Job Satisfaction.
- H5: Work Environment has a positive and significant effect on Employee Performance.
- H6: Job Satisfaction fully mediates the effect of Work Environment on Employee Performance.
- H7: Job Satisfaction has a positive and significant effect on Employee Performance.

## RESULT AND DISCUSSION

This study presents empirical findings on the influence of *perceived organizational support (POS)* and *work environment* on employee performance, with job satisfaction as a mediating variable, at *BKN Regional Office VIII*. The analysis combines quantitative measurements and qualitative interpretations to provide a comprehensive understanding of the relationships among variables. Descriptive statistics reveal consistently high to very high mean scores across all variables, indicating positive employee perceptions toward organizational support, workplace conditions, and satisfaction, which align with strong performance outcomes. These results are further contextualized by examining the organizational profile and operational structure of *BKN Regional Office VIII*, which serves as the institutional setting for this research.

Taken together, the high levels of *POS*, favorable work environment, and strong self-reported performance are theoretically noteworthy for a bureaucratic civil-service organization. High perceived support is often assumed to be modest in such contexts because of rigid procedures, hierarchical control, and limited discretion. The descriptive pattern in this agency suggests that internal *HRM* and leadership practices have succeeded in creating a more supportive and relational climate than is typically associated with Indonesian bureaucracy, which reinforces the relevance of

examining how these positive perceptions are translated into actual performance through job satisfaction.

## Overview of BKN Regional Office VIII

BKN Regional Office VIII is a regional unit of the National Civil Service Agency (*Badan Kepegawaian Negara*), responsible for implementing civil service management in the Kalimantan region. Established through a series of institutional transformations since 1948, the office evolved from KUP (*Kantor Urusan Pegawai*) to BAKN and later BKN, with the regional office structure formalized in 2000 ([Lembaga Administrasi Negara & Badan Kepegawaian Negara, 2021](#)). Located in Banjarbaru, South Kalimantan, this office serves the provinces of South, Central, East, and North Kalimantan. The agency operates under Presidential Regulation No. 92 of 2024 and carries out eight main functions, including providing guidance on personnel policy, determining civil servant status, managing pension rights, maintaining personnel data networks, and overseeing performance management systems ([Badan Kepegawaian Negara, 2023](#)). The organizational structure follows BKN Regulation No. 31 of 2020, consisting of one administrative section and four main functional divisions, with internal operations coordinated by three sub-sections within the General Affairs Division.

## Respondent Characteristics

A total of 86 ASN employees at BKN Regional Office VIII participated in this study via online questionnaires. Most respondents were aged 30–39 (40.70%), indicating a dominant millennial generation in the institution. This age group reflects the impact of civil servant recruitment waves between 2010 and 2019, which significantly increased millennial representation in public administration ([Lembaga Administrasi Negara & Badan Kepegawaian Negara, 2021](#)). In terms of gender, 52.32% were male and 47.68% female. Research shows that male civil servants often report higher job satisfaction, especially when organizational support and compensation are strong ([Yang & Jeong, 2020](#)). The majority held a bachelor's degree (66.28%), followed by master's degrees (15.12%), in line with educational requirements during high-volume recruitment periods. Regarding marital status, 89.53% were married, aligning with the perception of public service jobs as stable and family-supportive career choices ([Putra & Herdiyanto, 2016](#)). Based on work units, the highest concentration of respondents (23.26%) came from the General Affairs Division, highlighting its strategic role in internal organizational management. This finding supports ([Kharisma & Rahma, 2023](#)), who emphasized the importance of internal governance and performance accountability within public sector institutions.

## Descriptive Analysis Results

The descriptive analysis results show that employees at BKN Regional Office VIII generally rate all studied variables at high to very high levels. *Perceived organizational support (POS)* achieved an overall mean of 3.80, with the highest score recorded for the provision of training and skill development programs (4.20, very high), reflecting strong organizational commitment to employee capacity building. The *work environment* variable obtained an overall mean of 4.05, with the highest rating for supportive coworker relationships (4.25, very high), indicating strong interpersonal support within the organization. Job satisfaction recorded an average of 3.77, with the highest

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score for good relationships with colleagues (4.02, high), suggesting positive social interactions in the workplace. Employee performance had the highest overall mean among the variables at 4.14, with the top indicator being responsibility for assigned tasks (4.32, very high), emphasizing a strong sense of accountability.

These descriptive patterns indicate that civil servants in this office perceive both the relational and contextual aspects of their work positively, which contrasts with stereotypical depictions of bureaucratic workplaces as impersonal and rigid. The combination of high *POS*, strong coworker support, and high perceived performance provides an empirical backdrop for testing whether job satisfaction indeed functions as the psychological pathway that converts these favorable conditions into performance outcomes.

## Outer Model Evaluation (*PLS-SEM*)

The outer model evaluation confirmed that the measurement model met all reliability and validity requirements. Reliability testing through *Composite Reliability (CR)* and Cronbach's Alpha produced values well above the minimum threshold of 0.70 for all constructs, indicating strong internal consistency. Convergent validity assessment using factor loadings resulted in the removal of several indicators with values below 0.70, ensuring that the remaining items accurately represented their respective constructs. The *Average Variance Extracted (AVE)* for all variables exceeded 0.50 both before and after item removal, confirming adequate convergent validity. Discriminant validity was established using the *Heterotrait-Monotrait (HTMT)* ratio, with all values below 0.90, indicating clear empirical distinction between constructs.

**Table 1.** Reliability and Validity Testing Results of the Outer Model

Variable	CR	Cronbach's Alpha	AVE	Items Deleted	HTMT Range
Perceived Organizational Support (POS)	0.984	0.982	0.734	X1.3.1a, X1.3.1b	0.597–0.800
Work Environment	0.974	0.972	0.594	X2.1.1a, X2.1.2a, X2.1.3c, X2.2.2a	0.711–0.899
Job Satisfaction	0.99	0.993	0.641	Z.2.1g, Z.2.1h, Z.2.2c, Z.5.2i	0.764–0.899
Employee Performance	0.993	0.993	0.734	None	0.719–0.764

Source: Processed Data (*SmartPLS* Output, 2025).

All variables achieved *CR* and Cronbach's Alpha values above 0.97, confirming high internal consistency reliability. *AVE* values, ranging from 0.594 to 0.734, exceeded the 0.50 threshold, indicating satisfactory convergent validity after the removal of non-compliant indicators. *HTMT* ratios between 0.597 and 0.899 demonstrate adequate discriminant validity, ensuring that each construct is statistically distinct. The strength of this measurement model indicates that perceptions of support, work environment, satisfaction, and performance are captured precisely and without excessive overlap, which is essential for testing the proposed attitudinal performance framework.

### Inner Model Evaluation (*PLS-SEM*)

The inner model evaluation assessed the explanatory power, effect size, predictive relevance, and overall model fit. The coefficient of determination ( $R^2$ ) indicates that *perceived organizational support* and *work environment* jointly explain 84.7% of the variance in job satisfaction and 58.5% of the variance in employee performance. Based on Chin's (1998) criteria, the  $R^2$  for job satisfaction is categorized as very strong ( $>0.75$ ) and for employee performance as strong ( $>0.50$ ). The predictive relevance ( $Q^2$ ) value of 0.937, which is well above zero, confirms that the model possesses substantial predictive capability for both endogenous variables.

**Table 2.**  $R^2$  and  $Q^2$  Results of the Inner Model

Endogenous Variable	$R^2$	$R^2$ Adjusted	Interpretation	$Q^2$	Predictive Relevance
Job Satisfaction (Z)	0.851	0.847	Very Strong	0.937	Very High
Employee Performance (Y)	0.599	0.585	Strong	0.937	Very High

Source: Processed Data (*SmartPLS* Output, 2025).

The high  $R^2$  values demonstrate that the model explains a substantial proportion of variance in the endogenous variables, and the  $Q^2$  values above 0.35 indicate very high predictive relevance for both job satisfaction and employee performance. The effect size ( $f^2$ ) analysis further clarifies the contribution of each exogenous variable to the endogenous variables. According to (Cohen & Wills, 1985) guidelines, values of 0.02, 0.15, and 0.35 correspond to small, medium, and large effects, respectively.

**Table 3.**  $f^2$  Effect Size Results

Path	$f^2$	Interpretation
POS (X1) → Job Satisfaction (Z)	0.403	Large
POS (X1) → Employee Performance (Y)	0.001	Small
Work Environment (X2) → Job Satisfaction (Z)	1.384	Large
Work Environment (X2) → Employee Performance (Y)	0.018	Small
Job Satisfaction (Z) → Employee Performance (Y)	0.146	Medium

Source: Processed Data (*SmartPLS* Output, 2025).

Work environment exerts the largest effect on job satisfaction ( $f^2 = 1.384$ , large), followed by POS on job satisfaction ( $f^2 = 0.403$ , large). Job satisfaction has a medium effect on employee performance ( $f^2 = 0.146$ ), while the direct effects of POS and work environment on employee performance are small. The pattern supports the view that contextual and support-related conditions shape performance primarily by strengthening employees' satisfaction rather than by exerting strong direct effects on performance. The findings show that contextual and support factors influence performance mostly through job satisfaction. The model's overall fit was verified using the GoF index.

**Table 4.** Goodness of Fit (GoF) Result

Average AVE	Average R <sup>2</sup>	GoF	Interpretation
0.6758	0.725	0.7	Large Fit

Source: Processed Data (*SmartPLS* Output, 2025).

The *GoF* value of 0.700 corresponds to a large model fit according to (Wetzels et al., 2009). The strong *GoF* underscores the coherence of the integrated attitudinal performance framework, in line with the high explanatory power ( $R^2$ ), very high predictive relevance ( $Q^2$ ), and substantial effect sizes ( $f^2$ ) reported in the preceding analyses.

### Hypothesis Testing and Mediation Analysis

The hypothesis testing employed the path coefficient approach in *PLS-SEM*, evaluating the original sample, *t*-statistics, and *p*-values to determine the direction and significance of relationships. A path is considered significant if the *t*-statistic exceeds 1.96 and the *p*-value is below 0.05. Direct effects showed that *perceived organizational support* significantly influences job satisfaction, while *work environment* also has a significant positive effect on job satisfaction. Neither *POS* nor work environment has a significant direct effect on employee performance. Mediation analysis, based on the specific indirect effect results, indicated full mediation in two relationships: (1) job satisfaction fully mediates the effect of *POS* on employee performance and (2) job satisfaction fully mediates the effect of work environment on employee performance. Job satisfaction itself has a significant positive effect on employee performance.

**Table 5.** Hypothesis Testing and Mediation Results

Hypothesis	Relationship	Original Sample	t-Statistic	p-Value	Conclusion	Effect Direction
H1	POS → Job Satisfaction	0.347	3.893	0	Accepted	Positive
H2	POS → Employee Performance	-0.031	0.21	0.833	Rejected	Negative (ns)
H3	POS → Job Satisfaction → Employee Performance	0.218	2.095	0.036	Accepted (Full Mediation)	Positive
H4	Work Environment → Job Satisfaction	0.643	7.486	0	Accepted	Positive
H5	Work Environment → Employee Performance	0.187	1.29	0.197	Rejected	Positive (ns)
H6	Work Environment → Job Satisfaction → Employee Performance	0.404	4.206	0	Accepted (Full Mediation)	Positive
H7	Job Satisfaction → Employee Performance	0.628	3.801	0	Accepted	Positive

Source: Processed Data (*SmartPLS* Output, 2025).

The results confirm that job satisfaction plays a pivotal mediating role, fully transmitting the effects of *POS* and work environment on employee performance. Direct effects on employee

performance from *POS* and work environment are insignificant, reinforcing the centrality of job satisfaction in driving performance outcomes within this model.

In comparative terms, two features of these findings are particularly distinctive relative to much of the prior literature. First, the absence of significant direct effects from *POS* and work environment to performance, combined with strong indirect effects through job satisfaction, reveals a full-mediation pattern in an *ASN* setting, whereas many private-sector studies report significant direct or only partially mediated effects (Al-Mamari et al., 2023; Astuty & Udin, 2020; Omar et al., 2020). Second, the very large effect of work environment on job satisfaction suggests that contextual features of the public-service workplace may exert an even stronger psychological influence than in profit-oriented organizations. Figure 2 presents the structural path model, visually summarizing these relationships and emphasizing the dominance of attitudinal pathways over direct contextual-performance links in explaining civil-servant performance at *BKN* Regional Office VIII.

The discussion focuses on the relationships among *perceived organizational support (POS)*, *work environment*, job satisfaction, and employee performance tested using *PLS-SEM*. The results show that *POS* and work environment strongly enhance job satisfaction, while job satisfaction fully mediates their effects on employee performance. The model therefore positions job satisfaction as the central psychological mechanism that translates supportive and conducive conditions into performance in an *ASN* bureaucracy. This pattern is interpreted using *Social Exchange Theory* and *Herzberg's Two-Factor Theory* and is contrasted with previous evidence to clarify what this study adds to existing theory.

## Effect of POS on Job Satisfaction

*Perceived organizational support* is positively associated with job satisfaction because employees who experience fair treatment, recognition, and genuine care tend to respond with favorable work attitudes. This mechanism is consistent with *Social Exchange Theory*, which posits that supportive treatment generates felt obligation and socio-emotional benefits that crystallize as satisfaction (Blau, 2017). Evidence from Indonesian public-sector organizations likewise shows that recognition, fairness, and adequate resources reliably elevate satisfaction levels, supporting the role of *POS* as a proximal attitudinal driver (Pardamean, 2022; Ratnasari et al., 2023).

The present study confirms this mechanism in a highly regulated *ASN* setting operating under *Permenpan RB* No. 6/2022. High *POS* and its strong effect on satisfaction indicate that even within a bureaucratic environment, employees respond to supportive practices in line with exchange-based logic. This result extends previous research by demonstrating that *POS* satisfaction linkages remain robust when performance is tightly governed by formal rules and accountability regimes, not only in relatively flexible private-sector organizations.

## POS, Job Satisfaction, and Employee Performance

The empirical model shows that *POS* does not exert a significant direct effect on employee performance once job satisfaction is taken into account, while the indirect path via satisfaction is significant and substantive. Many prior private-sector studies report either significant direct effects of *POS* on performance or partial mediation through attitudes such as satisfaction and

commitment for example ([Chu et al., 2024](#); [Coll & Mignonac, 2023](#); [Hasan et al., 2023](#)). The current findings differ by indicating a full-mediation pattern in an *ASN* context.

This result refines *Organizational Support Theory* by suggesting that in bureaucratic public organizations, supportive treatment is not translated into performance immediately. Employees appear to convert *POS* into higher performance only after it has shaped their satisfaction with the job. The contribution to theory lies in specifying that, under strong formal performance systems, job satisfaction is not merely one of several mediators but the essential psychological “gateway” through which *POS* influences performance. HR leaders in civil-service institutions therefore need to design support practices explicitly to lift satisfaction if they expect downstream performance gains.

### **Effect of Work Environment on Job Satisfaction**

A supportive work environment is strongly associated with higher job satisfaction, consistent with *Herzberg's Two-Factor Theory*, which highlights the role of hygiene conditions such as physical workspace, ergonomics, safety, and collegial relations in preventing dissatisfaction and enabling positive affect at work ([Herzberg et al., 2017](#)). Recent studies on organizational climate and psychosocial conditions also report robust positive links with satisfaction through stress reduction and healthier emotional display rules ([Jianchun, 2024](#); [Xia et al., 2024](#)).

The unusually large effect size of work environment on job satisfaction in this study suggests that contextual features of public-service workplaces may be more psychologically salient for *ASN* employees than for workers in competitive private firms. Civil servants often have limited discretion over pay and promotion, which makes daily experiences of facilities, coworker relations, and internal service quality particularly crucial for their sense of satisfaction. This nuance extends Herzberg's framework by demonstrating that, in bureaucratic contexts, hygiene factors can exert a very strong influence on satisfaction even when motivators such as advancement are tightly constrained by national regulations.

### **Work Environment, Job Satisfaction, and Employee Performance**

The model indicates that work environment does not have a significant direct effect on employee performance, while its indirect effect via job satisfaction is substantial. This pattern is theoretically meaningful. *Herzberg's Two-Factor Theory* views environmental conditions as hygiene factors that prevent dissatisfaction but are not sufficient to motivate high performance. The present results support and sharpen this view in the *ASN* context: improvements in facilities, relationships, and psychosocial climate raise performance only insofar as they succeed in enhancing job satisfaction.

Comparison with previous studies shows a shift in emphasis. Research in private or market-oriented settings sometimes finds modest direct effects of work environment on performance, particularly in sectors where physical conditions are tightly linked to output for example ([Barili et al., 2022](#); [Zhenjing et al., 2022](#)). The absence of a direct effect here suggests that, in bureaucratic organizations with standardized tasks and strong procedural controls, the work environment

mainly works through attitudinal channels rather than acting as an independent driver of performance. This finding refines the theory by highlighting the contingent nature of environment–performance linkages: in *ASN* agencies, subjective satisfaction is the decisive intervening mechanism.

### **Centrality of Job Satisfaction in ASN Performance Systems**

Job satisfaction emerges as the proximal driver of performance in this study, fully mediating the links from *POS* and work environment to performance. This configuration provides a more precise answer to the classic “happy–productive worker” question in a public-sector setting. Prior research has documented positive satisfaction–performance associations in healthcare, education, and service organizations (Mohamed et al., 2024; Ningrum et al., 2021; Zhenjing et al., 2022), often alongside other attitudinal mediators.

The present findings add to this literature by showing that, under the formal performance management regime of *Permenpan RB* No. 6/2022, job satisfaction is not just one among several predictors but the central psychological hub through which key organizational conditions affect performance. The theoretical contribution is twofold. First, the study demonstrates that the integrated model of *POS*, work environment, satisfaction, and performance fits the *ASN* context with very high explanatory power. Second, the full mediation pattern suggests that reforms aimed at strengthening accountability and technical systems will not deliver performance improvements unless they simultaneously cultivate satisfaction as a core psychological resource for civil servants.

### **Practical Implications**

The findings provide several concrete, policy-oriented implications for improving employee performance in Indonesian public-sector organizations, particularly at *BKN* Regional Office VIII.

First, initiatives to enhance *POS* should be embedded into existing *ASN* performance management instruments. Regional Office VIII can integrate structured recognition and feedback routines into the *Sasaran Kinerja Pegawai (SKP)* and performance dialogue mandated by *Permenpan RB* No. 6/2022. Supervisors could be required to conduct quarterly development conversations that address workload fairness, career support, and appreciation for contributions, with short satisfaction checklists attached as part of the performance documentation.

Second, the strong influence of work environment on satisfaction indicates that General Affairs and internal service units have a direct role in performance improvement. Targeted upgrades such as systematic maintenance of digital systems used for *e-Kinerja*, ergonomic adjustments in frontline service counters, and redesign of waiting areas for clients can be prioritized in the annual *Rencana Kerja dan Anggaran (RKA)*. These changes should be paired with simple climate-building practices, for example unit-level agreements on respectful communication, internal service standards between divisions, and regular cross-unit coordination forums.

Third, job satisfaction should be monitored as a strategic indicator alongside traditional output metrics in *SAKIP* and internal *Indikator Kinerja Utama (IKU)*. Regional Office VIII could introduce a brief annual satisfaction survey aligned with the dimensions used in this study and link the results to leadership performance reviews. Units that show consistent improvements in satisfaction scores could receive non-financial recognition through *Surat Keputusan Kepala Kantor Regional* or priority access to training quotas.

Fourth, central agencies such as *BKN* headquarters and the Ministry of Administrative and Bureaucratic Reform can use these findings to refine national guidelines. Policy instruments that currently emphasize structural reforms and digitalization could be complemented by technical guidance on building supportive climates, for example modules on supportive supervision in *Pelatihan Dasar CPNS* and *Pelatihan Kepemimpinan Pengawas/Administrator*, or incorporation of satisfaction and *POS* indicators into national employee surveys managed by *LAN* or *BKN*.

These policy-oriented examples demonstrate that improving job satisfaction is not an abstract recommendation but can be operationalized through concrete changes in performance dialogues, facility planning, internal service standards, and national training curricula.

#### Limitations and Future Research

Several limitations should be acknowledged when interpreting these findings. The study focuses on a single *ASN* organization, *BKN* Regional Office VIII, which constrains the generalizability of the results to other agencies, levels of government, or provinces with different organizational cultures and service mandates. Extending the model to multiple regional offices or to ministries with varying degrees of public exposure would allow tests of whether the full-mediation pattern is consistent across the wider Indonesian bureaucracy.

The cross-sectional design limits the capacity to make strong causal inferences about how changes in *POS*, work environment, and job satisfaction translate into performance over time. Future research could employ longitudinal designs that track satisfaction and performance across several performance cycles or policy reforms, which would clarify whether improvements in satisfaction precede and sustain performance changes.

The study relies on self-reported measures of performance, which may be influenced by common method bias and social desirability. Subsequent studies could combine perceptual data with objective indicators such as *SAKIP* sub-scores, service-time statistics, complaint rates, or audit findings. Multi-source designs that integrate supervisor ratings or citizen feedback would also strengthen the validity of performance measurement.

Further theoretical development could explore boundary conditions for the central role of job satisfaction. Moderating variables such as leadership style, organizational culture, or *employee engagement* may influence the strength of the mediating paths. Multi-level modeling that includes unit-level climate or leadership variables could reveal whether some work units within the same agency rely more heavily on satisfaction as a performance mechanism than others.

These extensions would deepen understanding of how *POS*, work environment, and job satisfaction function within various segments of the Indonesian public sector and would help refine theory on attitudinal mechanisms under formal performance regimes.

## CONCLUSION

The empirical results confirm that *perceived organizational support (POS)* and work environment have a significant and positive influence on job satisfaction, which subsequently exerts a strong and significant impact on employee performance. Job satisfaction functions as a full mediator in the relationship between *POS* and performance and between work environment and performance, highlighting its pivotal role in improving public sector employee outcomes. These findings provide empirical support for *Social Exchange Theory* and *Herzberg's Two-Factor Theory*, indicating that supportive organizational practices and a conducive work environment indirectly enhance performance through increased job satisfaction.

The novelty of this study lies in integrating *perceived organizational support* and work environment through job satisfaction within a public-sector bureaucracy context that operates under a formal performance regime. The observed full-mediation pattern offers new evidence that challenges the common assumption of strong direct effects from *POS* and work environment to performance in public-sector *HR* models. The results refine and contextualize *Social Exchange Theory* and *Herzberg's Two-Factor Theory* by showing that, in *ASN* settings, job satisfaction serves as the central psychological gateway through which supportive treatment and work conditions translate into performance, rather than these factors exerting independent direct effects.

Organizational leaders are advised to implement comprehensive employee support programs encompassing fair recognition systems, transparent career development pathways, and open, two-way communication mechanisms. Enhancing both the physical and non-physical aspects of the work environment, such as ergonomic design, workplace safety, reliable digital infrastructure, and harmonious interpersonal relations, should be prioritized to sustain high levels of job satisfaction and, in turn, performance.

Future research is encouraged to extend the model across multiple organizational contexts and sectors, apply longitudinal designs to strengthen causal inferences, and integrate qualitative methods to enrich the interpretation of findings. Such extensions would allow scholars to test whether the full-mediation configuration is stable across diverse public organizations and to further elaborate how *POS*, work environment, and job satisfaction interact with leadership, culture, and engagement in shaping performance within bureaucratic systems.

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