

Perceived Organizational Support On Civil Servant Performance With Career Development and Work Motivation As Mediation at The West Sumatera Regional Police

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ABSTRACT

This study aims to analyze the influence of perceived organizational support on the performance of Indonesian National Police Civil Servants (PNS) at the West Sumatra Regional Police, with career development and work motivation as mediating variables. This study used a quantitative approach with a survey method. Data were collected through questionnaires and analyzed using Partial Least Squares (PLS). The results showed that not all relationships between variables were positive. Several variables demonstrated a significant negative effect on employee performance. This finding indicates that increased perceived organizational support and career development do not always lead to improved performance, especially when their implementation does not align with employee expectations. Furthermore, work motivation was shown to act as a mediating variable explaining the relationship between organizational variables and performance. This study implies that organizations need to consider aspects of fairness, transparency, and policy appropriateness in human resource management to optimally improve performance.

Keywords: *Perceived Organizational Support, Performance, Career Development, Work Motivation*

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INTRODUCTION

Civil Servant (PNS) performance is a key factor in determining the effectiveness of public organizations, particularly in the delivery of public services. However, various studies indicate that the performance of State Civil Apparatus (ASN) in Indonesia remains suboptimal, characterized by low service quality, late completion of work, and a lack of initiative (Mangkunegara, 2017; Arsyad, 2024). This situation suggests that improving civil servant performance is a strategic issue that requires serious attention, particularly in government organizations such as the police.

One factor influencing employee performance is perceived organizational support (POS), which is employees' perceptions of the extent to which the organization values their contributions and cares about their well-being (Eisenberger et al., 1986). Based on Social Exchange Theory, employees who perceive organizational support tend to have a moral

obligation to reciprocate by improving their performance and commitment to the organization (Rhoades & Eisenberger, 2002). Numerous studies have shown that POS positively influences employee performance, job satisfaction, and work engagement (Sulistiyani, 2022).

In addition to POS, career development is also a crucial factor in improving employee performance. Career development reflects an organization's efforts to provide employees with opportunities to improve their competencies and achieve higher career levels (Weng et al., 2010). Previous research has shown that effective career development can improve employee work motivation and performance (Kudsi, 2017). Furthermore, work motivation also acts as a psychological factor that drives individuals to perform optimally in achieving organizational goals (Robbins & Judge, 2008).

However, not all studies have shown consistent results. Some studies have found that career development does not always have a positive effect on performance; under certain conditions, it can even show a weak or negative relationship (Napitupulu et al., 2017). This indicates a research gap, particularly in understanding the relationship between organizational support, career development, work motivation, and employee performance in the public sector.

This situation also exists within the West Sumatra Regional Police, where mismatches between training, promotion, and job placement are still found, as well as limited career development opportunities for civil servants. This situation has the potential to create perceptions of injustice and reduce employee motivation, which can ultimately lead to decreased performance.

Based on these issues, this study aims to analyze the influence of perceived organizational support on the performance of National Police Civil Servants at the West Sumatra Regional Police, with career development and work motivation as mediating variables. This study contributes to a more comprehensive understanding of the relationship between organizational variables and employee performance, particularly considering the possibility of a significant negative effect. Furthermore, this study provides empirical research in the context of public organizations, which is still relatively limited compared to the private sector.

METHOD

This research used a quantitative approach with a survey design. The study was conducted at the West Sumatra Regional Police. The population consisted of civil servants employed within the institution. The sample was determined using proportional sampling techniques. Data were collected through structured questionnaires distributed to respondents.

The variables examined in this study included perceived organizational support, career development, work motivation, and employee performance. Perceived organizational support was measured using indicators developed by Eisenberger et al. (1986), while career development indicators were adapted from Mondy and Noe (2013).

Work motivation indicators referred to Robbins and Judge (2008), and employee performance indicators were based on Neal (2001).

The collected data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The analysis process included descriptive analysis, measurement model testing (outer model), structural model testing (inner model), and hypothesis testing. Reliability and validity tests were conducted before evaluating the structural relationships among variables.

FINDING AND DISCUSSION

RESEARCH RESULT

The descriptive analysis showed that the respondents in this study were dominated by female employees, with the majority aged between 31–40 years and having undergraduate educational backgrounds. Most respondents had worked for more than 10 years at the West Sumatra Regional Police. According to Sugiyono (2018), descriptive analysis is used to describe the characteristics of respondents and provide an overview of the research variables based on the collected data.

The results of descriptive statistical analysis indicated that employee performance at the West Sumatra Regional Police was generally categorized as high. Indicators such as work quality, productivity, responsibility, communication ability, and cooperation obtained positive responses from respondents. Neal (2001) explained that employee performance can be measured through indicators including work quality, productivity, adaptability, responsibility, and communication effectiveness.

The descriptive results also showed that perceived organizational support was categorized as high. Respondents stated that the organization cared about employee welfare, appreciated employee contributions, and provided support in carrying out work responsibilities. Eisenberger et al. (1986) stated that perceived organizational support reflects employees' beliefs regarding the extent to which the organization values their contribution and cares about their well-being.

Career development was also perceived positively by respondents. Most respondents agreed that the organization provided opportunities for training participation, promotion systems, and competency development programs. Mondy and Noe (2013) explained that career development includes activities designed to improve employee competencies, promotion opportunities, and long-term career growth within the organization.

The work motivation variable showed positive results based on respondents' answers. Employees indicated that they were motivated to complete tasks effectively, improve work achievement, and contribute to organizational goals. Robbins and Judge (2008) stated that work motivation refers to the processes that account for an individual's intensity, direction, and persistence in achieving organizational goals.

The results of the outer model evaluation showed that all research indicators met the validity and reliability requirements. The loading factor values of all indicators were above 0.70, indicating good convergent validity. According to Hair et al. (2019), indicators

are considered valid if the loading factor value exceeds 0.70. In addition, the Average Variance Extracted (AVE) values for all variables were above 0.50, which indicated acceptable construct validity.

The reliability test results showed that all variables had Composite Reliability and Cronbach's Alpha values greater than 0.70. This finding indicated that all constructs in the study were reliable and consistent. Ghazali (2021) explained that reliability values above 0.70 indicate that the research instrument has high internal consistency.

The structural model evaluation showed that perceived organizational support significantly influenced employee performance. Career development also significantly affected employee performance and work motivation. Furthermore, work motivation significantly affected employee performance. The R-Square value indicated that employee performance could be explained by perceived organizational support, career development, and work motivation variables at a substantial level.

The hypothesis testing results showed that perceived organizational support had a positive and significant effect on employee performance. Career development had a positive and significant effect on work motivation and employee performance. Work motivation also had a positive and significant effect on employee performance. In addition, work motivation and career development acted as mediating variables in the relationship between perceived organizational support and employee performance.

Table 1: Hypotesis Testing Results

Hypothesis	Relationship	Original sample (O)	P values	Kesimpulan
H1	Work Motivation → Employee Performance	0,484	0,000 < 0.05	Significant
H2	Career Development → Employee Performance	-0,347	0,006 < 0.05	Significant
H3	Perceived Organizational Support → Employee Performance	0,744	0,000 < 0.05	Significant
H4	Perceived Organizational Support → Work Motivation	0,854	0,000 < 0.05	Significant
H5	Perceived Organizational Support → Career Development	0,883	0,000 < 0.05	Significant
H6	Perceived Organizational Support → Employee Performance through Motivation	0,413	0,000 < 0,05	Significant

H7	Perceived Organizational Support → Employee Performance through career development	-0,307	0,004 < 0.05	Significant
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Source: Processed Research Data (2026)

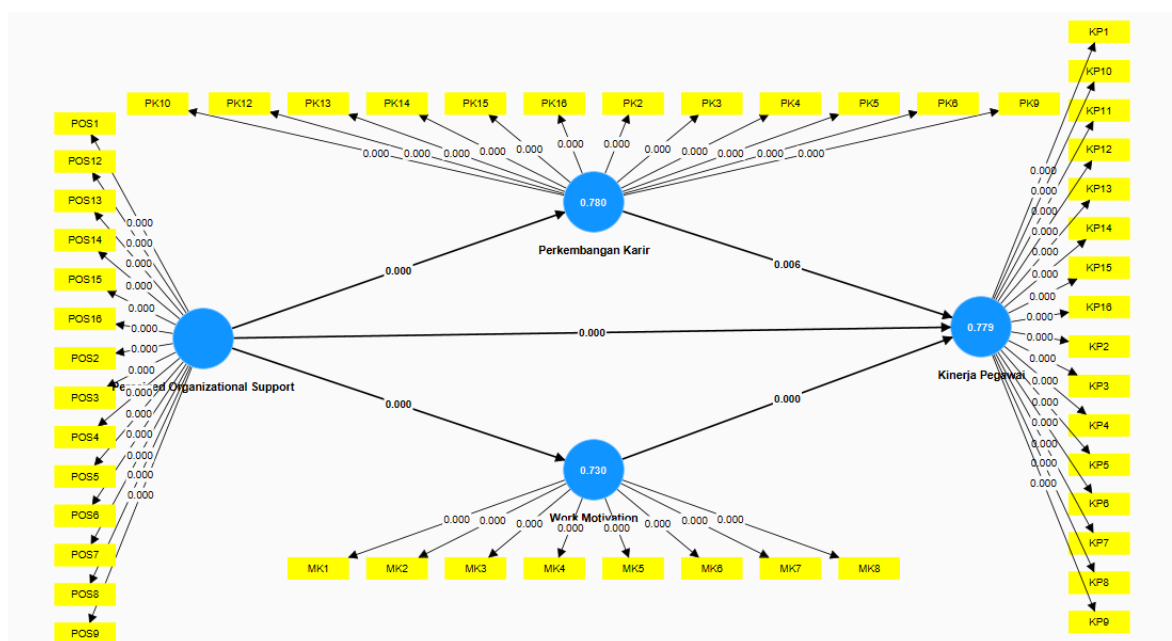


Figure 1: Bootstrapping Test

The mediation test results indicated that career development and work motivation strengthened the relationship between perceived organizational support and employee performance. The indirect effect values obtained through bootstrapping analysis showed significant results, indicating the existence of mediation effects within the research model. According to Hair et al. (2019), mediation occurs when indirect relationships between variables significantly contribute to the structural model.

DISCUSSION

The results of this study indicate that perceived organizational support has a positive and significant effect on the performance of Civil Servants (PNS) at the West Sumatra Regional Police. This finding means that employees who perceive that the organization values their contributions and cares about their welfare tend to demonstrate higher work performance. Organizational support encourages employees to become more responsible, disciplined, and committed to organizational goals. According to Eisenberger et al. (1986), perceived organizational support reflects employees' beliefs regarding how far the organization appreciates their contribution and provides concern for their well-being. In the context of this study, organizational support in the form of recognition, fair treatment, career opportunities, and organizational concern can improve employee

enthusiasm and productivity. This finding is important because the performance of civil servants within police institutions directly influences administrative effectiveness and public service quality.

The findings also revealed that career development significantly affects employee performance and work motivation. Employees who receive opportunities for leadership training, promotion, competency improvement, and career advancement tend to have stronger motivation and better performance outcomes. Mondy and Noe (2013) explained that career development is a formal approach used by organizations to ensure employees possess the qualifications and experiences needed for future positions. In this study, career development was perceived as an important factor because many employees expected clearer promotion systems and fairer career opportunities within the organization. The findings suggest that improving career development systems can increase employee confidence, loyalty, and contribution to organizational objectives.

Furthermore, work motivation was found to positively and significantly influence employee performance. Employees with higher motivation levels demonstrated stronger commitment in completing tasks, maintaining work quality, and achieving organizational targets. Robbins and Judge (2008) stated that motivation is the process that accounts for an individual's intensity, direction, and persistence toward achieving goals. In this study, motivated employees tended to show greater responsibility and effectiveness in supporting police administrative activities. This finding indicates that motivation plays an important role in improving employee productivity and organizational effectiveness.

This study also found that career development and work motivation acted as mediating variables in the relationship between perceived organizational support and employee performance. These results indicate that organizational support becomes more effective in improving performance when employees also experience opportunities for career growth and increased work motivation. This finding supports Self-Determination Theory developed by Deci and Ryan (2000), which explains that employees will demonstrate stronger intrinsic motivation when their psychological needs, such as competence, appreciation, and organizational support, are fulfilled. Therefore, organizational support alone is not sufficient to improve performance unless it is accompanied by transparent career development systems and motivational support.

The findings of this study are consistent with previous studies. Rhoades and Eisenberger (2002) found that perceived organizational support positively affects employee commitment, satisfaction, and performance. Similarly, Napitupulu et al. (2017) reported that career development positively influences organizational support and employee motivation. Research conducted by Syaifuddin et al. (2023) also showed that career development significantly improves employee performance within police institutions. In addition, Weng et al. (2010) explained that employees who perceive strong career growth opportunities tend to demonstrate higher organizational commitment and better work outcomes. Therefore, the findings of this study strengthen previous empirical evidence regarding the importance of organizational support, career development, and work motivation in improving employee performance, especially in public sector institutions.

Despite its contributions, this study has several limitations. First, the research only focused on Civil Servants at the West Sumatra Regional Police, which limits the generalizability of the findings to other institutions or regions. Second, this study used a cross-sectional research design in which data were collected at one point in time, making it difficult to observe long-term changes in employee motivation and performance. Third, the data collection process relied on self-reported questionnaires, which may lead to subjective bias because respondents may provide socially desirable answers. Creswell (2018) explained that survey-based studies often face limitations related to respondent perception bias and limited depth of behavioral analysis.

The practical implications of this study suggest that the West Sumatra Regional Police should strengthen organizational support systems by improving employee welfare, recognition systems, communication quality, and fairness in organizational policies. The institution should also enhance career development programs through leadership training, competency development, promotion transparency, and professional education opportunities for civil servants. According to Hasibuan (2019), effective career development systems can improve employee morale, loyalty, and organizational productivity. In addition, management should strengthen employee motivation through appreciation programs, performance rewards, and supportive work environments to improve employee effectiveness and organizational performance.

For future research, it is recommended to involve larger samples from different police institutions or government organizations to improve the generalizability of the findings. Future studies may also include additional variables such as organizational culture, leadership style, job satisfaction, and employee engagement to provide a more comprehensive understanding of factors affecting employee performance. Longitudinal research designs are also recommended to examine changes in organizational support, motivation, and employee performance over time. Hair et al. (2019) suggested that broader structural models and longitudinal approaches can provide stronger explanations regarding causal relationships among organizational variables.

CONCLUSION

This study concludes that perceived organizational support has a positive and significant effect on the performance of Civil Servants (PNS) at the West Sumatra Regional Police. Employees who perceive strong organizational support tend to demonstrate better work quality, responsibility, productivity, and commitment in carrying out their duties. Organizational support in the form of appreciation, fairness, employee welfare, and concern from the institution contributes significantly to improving employee performance. This finding supports the theory proposed by Eisenberger et al. (1986), which explains that employees who feel supported by the organization are more likely to provide positive contributions to organizational goals.

The findings also indicate that career development significantly affects both work motivation and employee performance. Employees who receive opportunities for training, promotion, competency development, and career advancement tend to show higher levels

of motivation and better work performance. Career development systems that are transparent and fair can increase employee confidence, organizational commitment, and work effectiveness. In addition, work motivation was found to positively influence employee performance, indicating that motivated employees are more productive and responsible in completing organizational tasks.

Furthermore, this study found that career development and work motivation act as mediating variables in the relationship between perceived organizational support and employee performance. This means that organizational support becomes more effective in improving employee performance when employees also experience increased motivation and career development opportunities. Therefore, the improvement of employee performance within police institutions requires not only organizational support but also effective career management systems and motivational strategies.

Based on these findings, this study suggests that the West Sumatra Regional Police should strengthen organizational support systems by improving employee welfare, recognition, communication, and fairness in organizational policies. The institution should also provide more transparent promotion systems, leadership training, competency development programs, and professional career opportunities for employees. In addition, management should increase employee motivation through rewards, appreciation programs, and supportive work environments to improve organizational effectiveness and service quality.

For future research, it is recommended to involve broader samples from different government institutions or police organizations to improve the generalizability of the findings. Future studies are also encouraged to examine additional variables such as organizational culture, leadership style, employee engagement, and job satisfaction to provide a more comprehensive understanding of factors affecting employee performance. Longitudinal studies are recommended to analyze the long-term relationship between organizational support, career development, motivation, and employee performance.

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