



Perceived Organizational Support On Employee Satisfaction and Performance of Community Health Center Employees

ABSTRACT

**Novi Ariati Ning Tias[†], Yusita
Titi Hapsari, Roro Aditya
Novi Wardhani**

Faculty of Economics and
Business, Universitas PGRI
Argopuro Jember, 68121,
Indonesia

Corresponding author e-mail:
tyasdelpin@gmail.com

This study aims to analyze the influence Perceived Organizational Support (POS) on job satisfaction and performance of non ASN employees at Wuluhan Community Health Center. Non ASN employees have an important role in health services, but face limited welfare and high workloads. The study population consisted of 77 employees. A purposive sample of 37 non ASN employees was selected based on predefined inclusion criteria, namely employees with non ASN employment status who had worked for at least one year and were actively working during the data collection period. Total sampling was not employed because the study specifically focused on non ASN employees who met these eligibility criteria, while the remaining employees did not fit the research objectives. Data were collected using validated and reliable questionnaires and analyzed through classical assumption tests, hypothesis testing, and path analysis. The findings indicate that Perceived Organizational Support positively influences job satisfaction and employee performance. Job satisfaction also has a positive effect on employee performance and serves as a mediator in the relationship between Perceived Organizational Support and employee performance. These findings highlight the importance of strengthening organizational support to improve both job satisfaction and the performance of non ASN employees.

Keywords: Community Health Center; Employee Performance; Job Satisfaction; Perceived Organizational Support; Wuluhan

| Submitted February 24 2025 | Reviewed March 25 2026 | Revised July 08 2026 | Accepted July 30 2026
| DOI: <http://dx.doi.org/10.18860/mec-j.v10i2.41329>

INTRODUCTION

Human resources are the most vital element in any organization, including public service institutions such as community health centers. Rosyid et al. (2024) emphasized that human resources are the primary driver, ensuring all other resources function according to organizational goals. This view is reinforced by (2023), who stated that an organization's success is highly dependent on the competence and quality of its human resources. In the context of health services, the quality of human resources is a determining factor in the success of services and the achievement of public health standards.

Community Health Centers (Puskesmas), as first-level health care facilities, play a strategic role in providing promotive, preventive, curative, and rehabilitative services to the community. Lumuru et al. (2026) state that Community Health Centers (Puskesmas) are the closest health care facility and serve as the spearhead of the national health system. Various public health programs, such as immunization, maternal and child health, infectious disease control, and nutrition and sanitation counseling, are implemented by Puskesmas. Therefore, the success of these services is largely determined by the quality of the performance of the staff who carry them out.

Non-civil servant employees have a workload almost equal to that of civil servants, but their welfare is still inadequate. Oktarina et al. (2026) emphasized that salaries received by non-civil servants are still below the minimum wage despite their significant responsibilities. Nevertheless, non-civil servants continue to demonstrate professionalism, discipline, and responsiveness in providing services to the public. They play an active role in various service areas, from administration and medical assistance to other support services, thus significantly contributing to the smooth operation of Community Health Centers (Puskesmas).

In human resource management, employee performance is understood as a series of actions taken to support the achievement of organizational goals (Swandewi & Wimba, 2022). Good performance is influenced not only by individual competence but also by organizational support. Social exchange theory explains that the relationship between employees and organizations is based on the principle of reciprocity, where employee loyalty and effort are rewarded with material and socio-emotional rewards from the organization (Efandi & Haq, 2024; Caesens & Stinglhamber, 2020). In situations where non-ASN employees receive low material rewards but still demonstrate high loyalty, perceptions of organizational support or *perceived organizational support* (POS) is a highly relevant factor. POS reflects the extent to which employees feel valued and cared for by the organization (Eisenberger et al., 1986). This perception of support can strengthen emotional bonds, increase commitment, and encourage greater contributions (Alkasim & Prahara, 2020; Wenry et al., 2021).

POS not only directly impacts performance but also has the potential to increase job satisfaction. When employees feel supported, they tend to feel more comfortable carrying out their tasks (Candana et al., 2022). Job satisfaction itself is a positive attitude toward work related to working conditions, compensation, and interpersonal relationships (Rahmadita et al., 2022; Beuren et al., 2021). This job satisfaction then has the potential to improve performance (Uma & Swasti, 2024). Several studies have shown a positive effect of POS on performance (Jelita et al., 2024; Ratnasari et al., 2022; Bouraoui et al., 2025), but others have found no significant effect (Ratnasari et al., 2023). These differing findings indicate the need for research in more specific contexts.

Previous studies have consistently demonstrated that *Perceived Organizational Support* (POS) positively influences job satisfaction and employee performance across various organizational settings. However, the findings remain inconsistent regarding the mediating role of job satisfaction. Several studies reported that job satisfaction

significantly mediates the relationship between POS and employee performance, while others found that the mediation effect was weak or insignificant, indicating that the relationship may vary depending on the organizational context and employee characteristics. Moreover, most previous studies have been conducted in hospitals, private companies, or government institutions, with limited attention given to Community Health Centers (*Puskesmas*), particularly involving non-civil servant (non-ASN) employees. Unlike permanent civil servants, non-ASN employees at Wuluhan Community Health Center work under more limited employment benefits, less secure job status, and relatively higher workload demands while remaining essential to primary healthcare service delivery. These distinctive organizational conditions may influence how organizational support is perceived and how it translates into job satisfaction and performance. Therefore, this study addresses the existing research gap by examining the direct and indirect effects of POS on employee performance through job satisfaction among non-ASN employees at Wuluhan Community Health Center, providing empirical evidence from a healthcare setting that has received limited scholarly attention

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Perceived Organizational Support (POS) refers to employees' perceptions that the organization values their contributions and cares about their well-being (Eisenberger et al., 1986; Caesens & Stinglhamber, 2020). This concept is grounded in Social Exchange Theory, which posits that the relationship between employees and the organization is based on the norm of reciprocity. According to this theory, employees evaluate whether the support they receive is commensurate with the effort and contributions they provide (Maan et al., 2020; Machmud, 2015). When employees perceive a high level of organizational support, such as recognition of their contributions, fair treatment, and concern for their welfare, they are more likely to develop positive attitudes toward their jobs. These positive perceptions foster feelings of being valued, respected, and supported by the organization, which in turn enhance job satisfaction. Conversely, employees who perceive low organizational support are more likely to experience job dissatisfaction because they feel undervalued or neglected. Therefore, from the perspective of Social Exchange Theory, Perceived Organizational Support is expected to positively influence employees' job satisfaction. According to Caesens and Stinglhamber (2020), POS is measured using two main indicators. The first indicator is appreciation for employee contributions, which reflects the organization's recognition of employees' work outcomes, achievements, and efforts. The second indicator is concern for employee well-being, which encompasses the organization's attention to employees' physical and psychological welfare, workload, job security, and the support they need to perform their work effectively. These indicators are also reflected in the Survey of Perceived Organizational Support (SPOS) developed by Eisenberger et al. (1986), confirming that they represent the primary aspects used to assess employees' perceptions of organizational support.

Job satisfaction is an employee's positive feelings toward their job, arising from an assessment of the job's characteristics (Ariani, 2023; Berliana et al., 2018). This satisfaction relates to comfort, acceptance of working conditions, and employee perceptions of

Perceived Organizational Support On Employee Satisfaction.....

whether the job meets their needs and expectations (Beuren et al., 2021; Berliana et al., 2018). Berliana et al. (2018) identified five main indicators of job satisfaction: the work itself, salary, promotion opportunities, supervision, and coworkers. These five dimensions are the most widely used indicators to assess job satisfaction levels in various research contexts.

Employee performance is the level of achievement of tasks and responsibilities based on standards set by the organization (Abugu & Othman, 2024; Agus Triansyah et al., 2023). Performance reflects the quality and quantity of work results achieved by employees in carrying out their job functions (Maryadi et al., 2026). Bernardin and Russel, as discussed in Maryadi et al. (2026), identified six main indicators of employee performance: work quality, work quantity, timeliness, cost-effectiveness, need for supervision, and interpersonal relationships.

Hypothesis 1: Perceived organizational support has a significant influence on employee performance at Wuluhan Health Center.

Hypothesis 2: Perceived organizational support has a significant influence on job satisfaction at Wuluhan Health Center

Hypothesis 3: Job satisfaction has a significant effect on employee performance at Wuluhan Community Health Center.

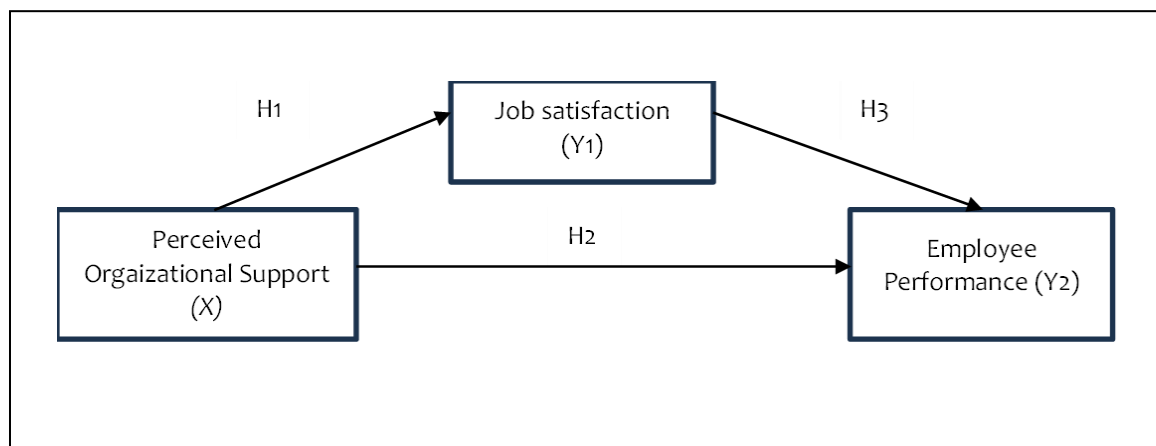


Figure 1. Research Framework
Source : Developed by the author (2026)

METHODOLOGY

This study employed a quantitative approach using a survey method to examine the effect of perceived organizational support on job satisfaction and employee performance at the Wuluhan Community Health Center. A quantitative approach enables researchers to objectively examine the relationships among variables through statistical analysis (Kurniawan & Desiana, 2024). The research design was explanatory research because it aimed to explain the causal relationship between the independent variable, namely

perceived organizational support (X), and the dependent variables, namely job satisfaction (Y1) and employee performance (Y2), including the indirect effect of perceived organizational support on employee performance through job satisfaction (Alfatih, 2021).

The population consisted of 77 employees of the Wuluhan Community Health Center. The study used purposive sampling to select 37 non-civil servant (non ASN) employees based on predetermined inclusion criteria. Respondents were required to (1) have non ASN employment status, (2) have worked at the Wuluhan Community Health Center for a minimum of one year to ensure sufficient experience in perceiving organizational support, (3) be actively employed during the data collection period, and (4) be willing to participate by completing the questionnaire. Non ASN employees were selected because they generally experience greater employment uncertainty and relatively lower welfare benefits than ASN employees, making perceived organizational support a more relevant factor influencing their job satisfaction and performance. The research was conducted at the Wuluhan Community Health Center, Jember, because this institution provides an appropriate context for examining how organizational support affects the satisfaction and performance of non-ASN employees working under relatively limited employment conditions.

Data were collected using a structured questionnaire consisting of 8 items measuring perceived organizational support (X), 11 items measuring job satisfaction (Y1), and 9 items measuring employee performance (Y2). All items were assessed using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Before hypothesis testing, the instrument was subjected to validity and reliability testing to ensure that all questionnaire items were valid and consistently measured their respective constructs.

The collected data were analyzed using a series of statistical procedures. Classical assumption tests, including normality, multicollinearity, and heteroscedasticity tests, were conducted to verify that the regression model met the required assumptions. Hypothesis testing was performed using linear regression analysis and path analysis. The t-test was employed to examine the significance of the effect of each independent variable, while the coefficient of determination (R^2) was used to evaluate the model's explanatory power. Path analysis was conducted to assess both the direct and indirect effects of perceived organizational support on employee performance through job satisfaction. The findings from these analyses provide the basis for drawing conclusions and formulating recommendations regarding human resource management practices, particularly at the Wuluhan Community Health Center.

RESULTS

Respondent Characteristics

The characteristics of the respondents in this study showed a diverse composition. In terms of age, the majority were in the 30–39 years range (16 people (43.24%)), followed by the 40–49 years age group (14 people (37.84%)), and the remaining 50–59 years old (7 people (18.92%)). Based on gender, the majority of respondents were female (27 people

Perceived Organizational Support On Employee Satisfaction.....

(72.97%), while 10 were male (27.03%). When viewed from the length of service, respondents were dominated by those who had worked for 10–19 years (19 people (51.35%)), then more than 20 years of service (12 people (32.43%)), 5–9 years of service (4 people (10.81%)), and 1–4 years of service (2 people (5.41%)). In terms of education, the majority of respondents were high school graduates (14 people) (37.84%), followed by 10 D3 graduates (27.03%), then junior high school and D4/S1 graduates, each totaling 5 people (13.51%), and elementary school graduates (3 people) (8.11%). In terms of position or title, the largest group came from the administration department, with 14 people (37.84%), followed by midwives with 8 people (21.62%), nurses and drivers with 5 people each (13.51%), cleaning services with 3 people (8.11%), and analysts and waitresses with 1 person each (2.70%). Overall, these characteristics indicate that respondents were dominated by women of productive age with medium to long work experience, secondary education and diploma levels, and most worked in administration and health services.

Table 1. Respondent Characteristics

No	Characteristics	Category	Amount	Percent %
1	Age (years)	30–39	16	43.24
		40–49	14	37.84
		50–59	7	18.92
2	Gender	Man	10	27.03
		Woman	27	72.97
3	Working Time (years)	1–4	2	5.41
		5–9	4	10.81
		10–19	19	51.35
		>20	12	32.43
4	Education	Elementary school	3	8.11
		Junior High School	5	13.51
		Senior high school	14	37.84
		D3	10	27.03
		D4/S1	5	13.51
5	Position/Title	Nurse	5	13.51
		Midwife	8	21.62
		Analyst	1	2.7
		Administration	14	37.84
		Cleaning Service	3	8.11
		Driver	5	13.51
		Waiter	1	2.7
Total			37	100

Source: Data processed (2026)

Instrument Test**Table 2.** Validity Test Results

Variables		R-Count	R-table (0.05)	Decision
Perceived Organizational Support (x)	X.1	0.757	0.3246	Valid
	X.2	0.637	0.3246	Valid
	X.3	0.706	0.3246	Valid
	X.4	0.792	0.3246	Valid
	X.5	0.726	0.3246	Valid
	X.6	0.726	0.3246	Valid
	X.7	0.604	0.3246	Valid
	X.8	0.756	0.3246	Valid
Job Satisfaction (Y1)	Y1.1	0.504	0.3246	Valid
	Y1.2	0.634	0.3246	Valid
	Y1.3	0.6	0.3246	Valid
	Y1.4	0.773	0.3246	Valid
	Y1.5	0.761	0.3246	Valid
	Y1.6	0.778	0.3246	Valid
	Y1.7	0.701	0.3246	Valid
	Y1.8	0.447	0.3246	Valid
	Y1.9	0.753	0.3246	Valid
	Y1.10	0.615	0.3246	Valid
	Y1.11	0.761	0.3246	Valid
Performance (y2)	Y2.1	0.784	0.3246	Valid
	Y2.2	0.75	0.3246	Valid
	Y2.3	0.493	0.3246	Valid
	Y2.4	0.573	0.3246	Valid
	Y2.5	0.735	0.3246	Valid
	Y2.6	0.667	0.3246	Valid
	Y2.7	0.419	0.3246	Valid
	Y2.8	0.762	0.3246	Valid
	Y2.9	0.761	0.3246	Valid

Source: Data processed (2026)

Based on Table 2, all questionnaire items show r-count > r-table meaning all items are valid.

Reliability Test**Table 3.** Reliability Test Results

Variables	Cronbach's Alpha	Critical Value	Decision
pos	0.856	0.7	Reliable
Job Satisfaction	0.874	0.7	Reliable
Performance	0.839	0.7	Reliable

Source: Data processed (2026)

All values *cronbach's alpha* of all variables is greater than 0.70, thus all questionnaire items from the three variables are declared reliable.

Classical Assumption Test

Table 4. Classical Assumption Test Results

Assumption Test	Equality	Variables	Mark	Criteria
Normality	X → Y1	–	Asympt. Sig = 0.114	Normal
	X & Y1 → Y2	–	Asympt. Sig = 0.119	Normal
Multicollinearity	X → Y1	POS	Tolerance = 1.00 VIF = 1.00	There is no multicollinearity
	X & Y1 → Y2	POS	Tolerance = 0.589 VIF = 1.697	There is no multicollinearity
		Job Satisfaction	Tolerance = 0.589 VIF = 1.697	There is no multicollinearity
Heteroscedasticity	X → Y1	POS	Mean = 0.254	No heteroscedasticity
	X & Y1 → Y2	POS	Mean = 0.612	No heteroscedasticity
		Job Satisfaction	Mean = 0.789	No heteroscedasticity

Source: Data processed (2026)

Based on the results of the classical assumption test in the table above, it is known that all regression models meet the analysis feasibility requirements. In the normality test, the value *Asymp. Sig Kolmogorov–Smirnov* for both equations are 0.114 and 0.119, respectively, both of which are greater than 0.05, so the data is declared normally distributed. Furthermore, the multicollinearity test shows that all variables have a Tolerance value above 0.10 and a VIF below 10, indicating the absence of a strong linear relationship between the independent variables, so the model is free from multicollinearity problems. In the heteroscedasticity test using the Glejser method, all variable significance values are above 0.05, which means there are no symptoms of heteroscedasticity in the model. Thus, these results indicate that the regression model in this study has met all classical assumptions and is suitable for further analysis.

Path Analysis of Regression Equation Model I (The Effect of POS (X) on Satisfaction (Y1))

Based on the regression test results, the independent variable X has a positive and significant effect on the dependent variable, satisfaction. This is indicated by the calculated t-value of 4.939, which is greater than the t-table of 2.028, and a significance value (*sig.t*) of $0.001 < 0.05$. Thus, the hypothesis stating that variable X influences satisfaction is accepted.

Table 5. Regression Test Results of Equation Model I

Independent Variable	Standarized Coefficients Beta	t-count	sig.t	Information
X	0.641	4.939	0.001	significant

Dependent Variable: Satisfaction

t-table: 2.028

Adjusted R square : 0.394

R squared: 0.411

standard deviation of residual error : 0.767

Source: Data processed (2026)

Mark *Standardized Coefficients Beta* a value of 0.641 indicates that variable X has a fairly strong influence on satisfaction. This means that every one-unit increase in variable X will increase satisfaction by 0.641 standard units, assuming other variables remain constant. The value *Adjusted R Square* of 0.394 indicates that 39.4% of the variation in satisfaction can be explained by variable X, while the remaining 60.6% is influenced by other factors outside the research model.

Path Analysis of Regression Equation Model II (The Influence of POS (X), Satisfaction (Y1) on Employee Performance (Y2))

Table 6. Results of Regression Test of Equation Model II

Independent Variable	Standarized Coefficients Beta	t-count	sig.t	Information
X	0.308	2.699	0.011	significant
Y1	0.629	5.502	0.001	significant

Dependent Variable: Performance

t-table: 2.028

Adjusted R square : 0.723

R squared: 0.739

standard deviation of residual error : 0.511

Source: Data processed (2026)

Based on the regression test results, variables X and Y1 have a positive and significant effect on performance. This is evidenced by the t-value of variable X of 2.699, which is greater than the t-table of 2.028, and a significance value of $0.011 < 0.05$. Thus, variable X has a partial significant effect on performance. Furthermore, variable Y1 also showed a positive and significant influence on performance with a t-value of $5.502 > 2.028$ and a significance value of $0.001 < 0.05$. These results indicate that variable Y1 has a stronger influence than variable X on performance.

The Standardized Coefficients Beta value shows the magnitude of the influence of each variable, where Y1 has a dominant influence on performance with a beta value of 0.629, while variable X has a beta value of 0.308. The Adjusted R Square value of 0.723 indicates

that 72.3% of the performance variation can be explained by variables X and Y1 together, while the remaining 27.7% is influenced by other variables outside the research model.

Influence Perceived Organizational Support (POS) (X) on Performance (Y2) through Job Satisfaction (Y1)

Based on the results of path analysis, it is known that perceived organizational support (X) has a significant effect on job satisfaction (Y1) with a path coefficient of 0.641, and Y1 also has a significant effect on performance (Y2) with a path coefficient of 0.629. Thus, the magnitude of the indirect effect of X on Y2 through Y1 is obtained from the result of multiplying $0.641 \times 0.629 = 0.403$. Meanwhile, the direct effect of X on Y2 has a path coefficient of 0.308. This means that the indirect effect through job satisfaction (0.403) is greater than its direct effect (0.308). Thus, it is concluded that there is an influence perceived organizational support (POS) (X) on employee performance (Y2) through job satisfaction

The following is the final model of the first and second regression equations.

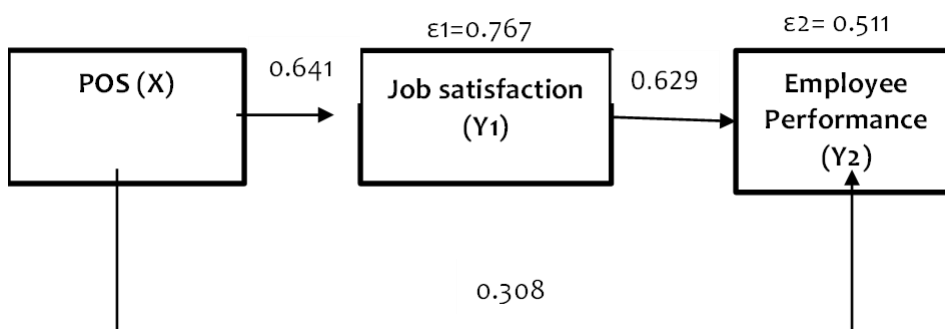


Figure 2. Overall Path Analysis Model

DISCUSSION

The Influence of Perceived Organizational Support (POS) on Job Satisfaction

Based on the results of inferential statistical analysis using path analysis, it shows that there is an influence between perceived organizational support and Job Satisfaction. The hypothesis is proven and can be accepted. This influence is significant, so it can be interpreted that the better the organizational support perceived by employees at the Wuluhan Community Health Center, the higher the employee job satisfaction will be. The conclusion obtained is that perceived organizational support has a significant influence on employee job satisfaction.

The variable perceived organizational support is a variable that has a significant effect on job satisfaction, this is indicated by a significance value of 0.001 with an alpha level of 0.05 ($0.001 < 0.05$), which means H_0 is rejected and H_a is accepted. In addition, based on the results of the regression model analysis, the coefficient of determination (R Square) value

is 0.411 or 41.1%, which indicates that employee job satisfaction is influenced by 41.1% by perceived organizational support, while the remaining 58.9% is influenced by other variables outside the independent variables studied.

From this explanation, it can be concluded that employee job satisfaction at the Wuluhan Community Health Center is significantly influenced by the presence of positive organizational support, such as leadership attention, recognition for work results, and the organization's concern for employee well-being. This support can create a feeling of being valued and needed within the organization, resulting in employees feeling more satisfied in their work.

According to Siregar et al. (2024) in their research, organizational support is one of the factors that influence employee job satisfaction. Organizational support has a positive influence, meaning that the better the organizational support, the higher the employee job satisfaction (Kurniawan et al., 2024; Ariani, 2023). Thus, through the results of this study, it can be concluded that employee job satisfaction can be formed if there is good organizational support, because this support can influence the feelings, attitudes, and enthusiasm of employees in working at the Wuluhan Health Center.

The Influence of Perceived Organizational Support (POS) on Performance

Based on the results of inferential statistical analysis using path analysis, it shows that there is an influence between perceived organizational support and performance. This hypothesis is proven and can be accepted. This influence is significant, so it can be interpreted that the better the organizational support perceived by employees at the Wuluhan Community Health Center, the better the employee's performance in carrying out their duties. The conclusion obtained is that perceived organizational support has a significant influence on employee performance.

The variable perceived organizational support is a variable that significantly influences performance, this is indicated by a significance value of 0.011 with an alpha level of 0.05 ($0.011 < 0.05$), so it can be concluded that H_0 is rejected and H_a is accepted. Thus, it can be statistically proven that organizational support perceived by employees really has an influence on improving employee performance.

This explanation suggests that employee performance at the Wuluhan Community Health Center is significantly influenced by strong organizational support, such as leadership attention, recognition for work results, fair policies, and organizational concern for employee well-being. When employees feel supported and valued by the organization, they demonstrate greater responsibility and improve the quality of their work.

Employee perceptions of organizational support will encourage positive attitudes and more optimal work behaviors, including improved performance (Eisenberger et al., 1986). There is a positive influence of organizational support on employee performance; the better the organizational support, the better the employee's performance (Amin et al., 2023; Karlinda et al., 2022; Retnowati & Masnawati, 2023). Thus, the findings of this study

further strengthen the evidence that organizational support is a crucial factor in improving employee performance.

The Effect of Job Satisfaction on Performance

Based on the results of the path analysis, job satisfaction has a significant positive effect on employee performance. Thus, the hypothesis stating that job satisfaction influences employee performance is supported. This finding indicates that employees with higher levels of job satisfaction tend to demonstrate better performance in carrying out their responsibilities at Wuluhan Community Health Center.

Notably, job satisfaction exerts a stronger effect on employee performance than the direct effect of Perceived Organizational Support (POS). This finding can be explained by the demographic characteristics of the respondents, where more than 80% had worked at the Community Health Center for 10–20 years. Such a long tenure suggests that many non-ASN employees have adapted to the financial limitations and employment conditions associated with their positions. As a result, their performance is driven less by external organizational support alone and more by intrinsic factors, such as satisfaction derived from meaningful work, a sense of responsibility, professional commitment, and the opportunity to serve the community. In this context, job satisfaction becomes the primary mechanism that translates organizational experiences into improved performance.

This finding is consistent with Berliana et al. (2018), who argued that job satisfaction reflects an employee's overall attitude toward their job, and employees with higher job satisfaction are more likely to achieve superior performance than those who are dissatisfied. Employees who are satisfied with their jobs tend to exhibit stronger work motivation, greater responsibility, and higher commitment to organizational goals, enabling them to perform their duties more effectively and consistently. The present findings also support previous studies by Augustine et al. (2022), Saputra and Marlius (2024), and Tanjung and Rasyid (2023), which demonstrated that higher job satisfaction contributes significantly to improved employee performance. Therefore, this study confirms that job satisfaction is a crucial determinant of employee performance among non-ASN employees at Wuluhan Community Health Center, particularly for those with long years of service who have developed strong intrinsic motivation despite limited employment benefits.

CONCLUSIONS

This study aimed to examine the influence of *Perceived Organizational Support* (POS) on employee performance through job satisfaction among non-civil servant (non ASN) employees at Wuluhan Community Health Center. The findings demonstrate that POS has a positive and significant effect on job satisfaction and employee performance. In addition, job satisfaction positively influences employee performance and serves as a mediating variable in the relationship between POS and employee performance. These results indicate that organizational support not only improves employee performance

directly but also enhances performance indirectly by increasing employees' job satisfaction.

Implications

The findings have important practical implications for Wuluhan Community Health Center. Management should strengthen organizational support by providing fair treatment, recognizing employees' contributions, ensuring transparent communication, and paying greater attention to employee welfare and professional development. Such initiatives are expected to enhance job satisfaction, which ultimately contributes to improved employee performance and the quality of healthcare services. At the policy level, local health authorities should consider developing policies that provide more equitable employment support and career development opportunities for non ASN employees, given their essential role in sustaining primary healthcare services.

Limitations and recommendation

This study has several limitations. First, the research was conducted in a single Community Health Center with a relatively small sample consisting only of non ASN employees, limiting the generalizability of the findings to other healthcare institutions. Second, the cross-sectional design does not allow causal relationships to be observed over time. Third, employee performance may also be influenced by other factors that were not included in this study, such as leadership style, organizational culture, work motivation, or compensation. Future research is therefore recommended to involve multiple Community Health Centers or other healthcare institutions with larger and more diverse samples, apply longitudinal research designs to examine changes over time, and incorporate additional organizational and individual variables to provide a more comprehensive understanding of the factors influencing employee performance.

REFERENCES

- Abugu, E., & Othman, N. (2024). An investigation of the relationship between performance appraisal and work engagement. *Journal of Human Resource and Sustainability Studies*, 13(1), Article 1. <https://doi.org/10.4236/jhrss.2025.131008>
- Agus Triansyah, F., Hejin, W., & Stefania, S. (2023). Factors affecting employee performance: A systematic review. *Journal Markcount Finance*, 1(2), 118–127. <https://doi.org/10.55849/jmf.v1i2.102>
- Alkasim, M. A., & Prahara, S. A. (2020). Perceived organizational support dengan employee engagement pada karyawan. *Psikoislamedia: Jurnal Psikologi*, 4(2), Article 2. <https://doi.org/10.22373/Psikoislamedia.V4i2.5169>
- Amin, A., Jusriadi, E., Nurbaya, S., & Rusydi, M. (2023). Pengaruh dukungan keluarga dukungan organisasi terhadap kinerja karyawan yang dimediasi budaya kerja. *Jurnal Manajemen STIE Muhammadiyah Palopo*, 9(1), 21. <https://doi.org/10.35906/jurman.v9i1.1506>

- Ariani, D. W. (2023). Relationship model of compensation, motivation, job satisfaction and employee performance. *International Review of Management and Marketing*, 13(4), 1–10. <https://doi.org/10.32479/irmm.14464>
- Augustine, A. K., Sunaryo, A. C., & Firmansyah, Y. (2022). Pengaruh kepuasan kerja terhadap kinerja karyawan. *Juremi: Jurnal Riset Ekonomi*, 2(1), Article 1. <https://doi.org/10.53625/juremi.v2i1.2691>
- Beuren, I. M., dos Santos, V., & Theiss, V. (2021). Organizational resilience, job satisfaction and business performance. *International Journal of Productivity and Performance Management*, 71(6), 2262–2279. <https://doi.org/10.1108/IJPPM-03-2021-0158>
- Berliana, M., Siregar, N., & Gustian, H. D. (2018). The model of job satisfaction and employee performance. *International Review of Management and Marketing*, 8(6), 41–46. <https://doi.org/10.32479/irmm.7183>
- Bouraoui, K., Rachdi, H., & Ammari, A. (2025). Revealing the impact of social exchange theory on financial performance: A systematic review of the mediating role of human resource performance. *Cogent Business & Management*, 12(1). <https://doi.org/10.1080/23311975.2025.2475983>
- Caesens, G., & Stinglhamber, F. (2020). Toward a more nuanced view on organizational support theory. *Frontiers in Psychology*, 11, Article 476. <https://doi.org/10.3389/fpsyg.2020.00476>
- Candana, D. M., Afuan, M., Purwasih, R., & Ikwil, R. (2022). Pengaruh self-efficacy dan perceived organizational support terhadap kepuasan kerja pegawai. *Jurnal Ekobistek*, 433–440. <https://doi.org/10.35134/ekobistek.v11i4.421>
- Efandi, S., & Haq, R. A. N. (2024). Peran perceived organizational support terhadap work engagement pada karyawan ekspatriat di PT. X. *Sammajiva: Jurnal Penelitian Bisnis dan Manajemen*, 2(2), Article 2. <https://doi.org/10.47861/sammajiva.v2i2.1234>
- Jelita, F., Harahap, K., & Siregar, O. M. (2024). Pengaruh perceived organizational support dan pengaruh komunikasi interpersonal terhadap kinerja karyawan. *Transekonomika: Akuntansi, Bisnis dan Keuangan*, 4(3), Article 3. <https://doi.org/10.55047/transekonomika.v4i3.635>
- Karlinda, A. E., Nadilla, N., & Sopali, M. F. (2022). Dukungan organisasi, keadilan organisasi dan komitmen organisasi terhadap kinerja karyawan pada PT. Batanghari Barisan Padang. *Jurnal Ekobistek*, 73–78. <https://doi.org/10.35134/ekobistek.v11i2.318>
- Kurniawan, H., & Desiana, P. M. (2024). Human resource management practices and job performance under investigation: Mediating role of job satisfaction and employee value proposition. *Jurnal Manajemen Teori dan Terapan*, 17(2), 299–315. <https://doi.org/10.20473/jmtt.v17i2.53161>
- Kurniawan, H., Rahmi, Mutya, M. F. T., Rahayu, P. E., & Muliati, R. (2024). Dukungan organisasi dengan kepuasan kerja karyawan distributor retail Kota Solok. *Psyche 165 Journal*, 127–133. <https://doi.org/10.35134/jpsy165.v17i2.373>

- 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), Article 21. <https://doi.org/10.1186/s43093-020-00027-8>
- Machmud, M. E. (2015). Transaksi dalam teori exchange behaviorism George Caspar Homans (perspektif ekonomi syariah). *Iqtishadia: Jurnal Kajian Ekonomi dan Bisnis Islam*, 8(2), Article 2. <https://doi.org/10.21043/iqtishadia.v8i2.959>
- Maryadi, M., Utami, H. N., Prasetya, A., & Hutahayan, B. (2026). Advancing the understanding of employee performance: A recent systematic literature review using PRISMA. *Cogent Business & Management*, 13(1), Article 2612412. <https://doi.org/10.1080/23311975.2025.2612412>
- Oktarina, L., Ardiansyah, P., Salsabila, R., Ardiansyah, O., & Susanti, E. (2026). Pengangkatan bidan dan tenaga kesehatan honorer menjadi ASN (PPPK) di UPTD Puskesmas Pengaringan: Analisis kebijakan dan dampak kesejahteraan. *Indonesian Journal of Innovation Multidisipliner Research*, 4(2), 681–689. <https://doi.org/10.69693/ijim.v4i2.510>
- Paillin, I., & Mulyanti, D. (2023). Strategi peningkatan kualitas manajemen sumber daya manusia di perusahaan tinjauan teoritis. *Jurnal Publikasi Sistem Informasi dan Manajemen Bisnis*, 2(2), Article 2. <https://doi.org/10.55606/jupsim.v2i2.1293>
- Rahmadita, A., Badrudin, B., & Dian, D. (2022). Penggunaan sistem informasi penilaian kinerja berbasis Sieka hubungannya dengan kinerja pegawai. *J-MPI (Jurnal Manajemen Pendidikan Islam)*, 7(2), Article 2. <https://doi.org/10.18860/jmpi.v7i2.14061>
- Ratnasari, D., Utami, H. N., & Prasetya, A. (2023). The impacts of perceived organizational support and work environment on employee performance: The mediating effects of job satisfaction. *Profit: Jurnal Administrasi Bisnis*, 17(2), 267–281. <https://doi.org/10.21776/ub.profit.2023.017.02.10>
- Ratnasari, S. L., Wulandari, S., & Hadi, M. A. (2022). Pengaruh perceived organizational support, human relation, kompetensi, dan disiplin kerja terhadap kinerja karyawan. *Jurnal Dimensi*, 11(1), Article 1. <https://doi.org/10.33373/dms.v11i1.3958>
- Retnowati, E., & Masnawati, E. (2023). Pengaruh dukungan organisasi dan komitmen organisasi terhadap kinerja karyawan. *Jurnal Baruna Horizon*, 6(2), 86–94. <https://doi.org/10.52310/jbhorizon.v6i2.104>
- Rosyid, M., Nurani, Risdiyanto, H., Subandi, & Hadiati, E. (2024). Konsep kompensasi dalam manajemen sumber daya manusia. *Pendas: Jurnal Ilmiah Pendidikan Dasar*, 9(2), Article 2. <https://doi.org/10.23969/jp.v9i2.14969>
- Saputra, S. W., & Marlius, D. (2024). Pengaruh beban kerja, motivasi kerja dan kepuasan kerja terhadap kinerja karyawan pada PDAM Tirta Sanjung Buana Sijunjung. *Jurnal Bina Bangsa Ekonomika*, 17(2), Article 2. <https://doi.org/10.46306/jbbe.v17i2.547>

- Siregar, Z. M. E., Lubis, T., Syamsuri, A. R., Siregar, D. I., & Supriadi, Y. N. (2024). Job satisfaction as mediator in the effect of perceived organizational support on employee engagement: Evidence from SMEs in Indonesia. *Jurnal Aplikasi Manajemen*, 22(3), 767–782. <https://doi.org/10.21776/ub.jam.2024.022.03.11>
- Swandewi, I. G. A. H., & Wimba, I. G. A. (2022). Pengaruh disiplin kerja dan lingkungan kerja terhadap kinerja pegawai non-ASN. *Widyamrita: Jurnal Manajemen, Kewirausahaan dan Pariwisata*, 2(4), Article 4. <https://doi.org/10.32795/vol4wamrtno1th24>
- Tanjung, A. A., & Rasyid, M. A. (2023). Pengaruh disiplin kerja dan kepuasan kerja terhadap kinerja karyawan Efarina TV. *Jurnal Manajemen Ekonomi dan Bisnis*, 2(1), 49–59. <https://doi.org/10.61715/jmkeb.v2i1.78>
- Uma, A. T., & Swasti, I. K. (2024). Pengaruh beban kerja dan lingkungan kerja terhadap kinerja karyawan melalui kepuasan kerja pada PT. X. *Ekonomis: Journal of Economics and Business*, 8(1), Article 1. <https://doi.org/10.33087/ekonomis.v8i1.1295>
- Weny, W., Siahaan, R. F. B., Anggraini, D., & Sulaiman, F. (2021). The effect of perceived organizational support on employee performance. *Enrichment: Journal of Management*, 12(1), Article 1. <https://doi.org/10.35335/enrichment.v12i1.224>