



# THE EFFECT OF COMPENSATION AND AFFECTIVE COMMITMENT ON EMPLOYEE PERFORMANCE WITH PERCEIVED ORGANIZATIONAL SUPPORT AS AN INTERVENING VARIABLE AT THE LHOKSEUMAWE CITY REGIONAL SECRETARIAT

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## Abstract

This study examines the Influence of Compensation and Affective Commitment on Employee Performance with Perceived Organizational Support (POS) as an Intervening Variable. The sample in this study were 104 employees of the Lhokseumawe City Regional Secretariat Office. Data collected through questionnaires were analyzed using data analysis methods using Structural Equation Modeling (SEM) which was operationalized with the Analysis of Moment Structure (AMOS) tool. The results of the study indicate that employee competence and affective commitment have a significant effect on POS and employee performance. And POS has a direct effect on employee performance. Then in testing the indirect effect, POS was found to play a role as a partial mediating variable in the relationship between competence and affective commitment on employee performance. The results of this study are expected to be important information for organizational leaders in making policies related to the development of employee performance at the Lhokseumawe City Regional Secretariat.

**Keywords:** *Competence, affective commitment, POS, employee performance.*

## 1. INTRODUCTION

In the era of the Industrial Revolution 4.0, a wave of major changes has occurred that were previously difficult to avoid. Therefore, organizations must have strategies capable of transforming and innovating to face these challenges. This step is crucial for companies and businesses to remain relevant and grow (Jumiran et al., 2020). One crucial strategy to consider is readiness for change, especially in the context of global business organizations. In today's era of global competition, readiness to adapt relentlessly is a primary requirement for all industry personnel. Organizational change is usually initiated by changes in employee performance. Performance is the quality and quantity of work achieved by an employee in carrying out their primary duties and functions as an employee, in accordance with the responsibilities assigned to them (Arlan, 2022). Performance is the result of work performed by employees according to their role or function within the organization. They emphasize the importance of personal factors, such as motivation, knowledge, and skills, as well as environmental factors, such as resources and organizational culture, in determining employee performance (Elamin, 2024).

Employee performance within the Lhokseumawe City Government reflects the effectiveness and efficiency of governmental tasks, public services, and regional policy implementation. This performance is not only determined by technical and administrative capabilities, but is also influenced by compensation factors and employee commitment to the organization, as well as perceptions of support provided by the institutions where they work. This research is important to support the successful improvement of employee performance, particularly within the Lhokseumawe City Regional Secretariat. Unlike previous studies, this study offers a new approach by integrating Perceived Organizational Support (POS) as an intervening variable in the relationship between compensation, affective commitment, and employee performance, a practice rarely undertaken in the local government sector, particularly in Indonesia. The focus of this study on the Lhokseumawe City Regional Secretariat provides contextual

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novelty, as most previous studies have been conducted in the private sector or national-scale public organizations. The socio-cultural conditions and bureaucratic system in this region provide an opportunity to discover new dynamics in the relationships between the variables studied. This study presents a framework that combines external factors (compensation) and internal factors (affective commitment) in influencing employee performance through perceived organizational support (POS). This creates a more comprehensive understanding of the motivational and psychological mechanisms that influence performance in public sector workplaces. This research empirically attempts to reexamine various findings from previous studies for employee performance analysis. Research on employee performance with motivation and compensation as independent variables was conducted by (Dharmanegara, 2021; Prasetyo & Tobing, 2024). Furthermore, a study by Mering et al. (2023) found that compensation and commitment significantly influence employee performance. Furthermore, Sumaryono (2023) found a significant influence between compensation and perceived organizational support, which indirectly influences employee performance. Research conducted by Putra & Dharmanegara (2019) showed that commitment to the institution has a positive effect on employee performance, even exceeding job satisfaction. Another study by Hamidah & Nasution (2023) of 170 respondents found that communication, organizational commitment, and work-life balance collectively positively and significantly influence employee performance.

Referring to a study conducted by Hiori et al., (2024), it was stated that affective commitment has a negative and significant effect on employee performance. In this study, affective commitment is expressed in employee job satisfaction. To strengthen the influence of compensation and affective commitment on employee performance, agency leaders must certainly pay attention to Perceived Organizational Support (POS). POS influences employee performance and assists HRM practices in influencing employee performance (Purnama et al., 2021). Other research states that affective commitment through POS has a significant effect on employee performance at Puri Hospital (Srinofita et al., 2022). Although several previous studies have shown that compensation and affective commitment have a positive effect on employee performance, the results of this study, like those of Hediningrum (2023; I. Putra et al., 2024), show differences reflecting the complexity of the relationships between variables, with compensation and commitment factors not significantly influencing employee performance. This difference may be due to the different organizational contexts, respondent characteristics, and situational factors that influence employee perceptions and responses to organizational policies. Based on the description above, this study aims to analyze the influence of compensation and affective commitment on Perceived Organizational Support (POS) and employee performance. This study also analyzes the mediating role of Perceived Organizational Support (POS) in the influence of compensation and affective commitment on employee performance at the Lhokseumawe City Regional Secretariat.

## 2. IMPLEMENTATION METHOD

### 2.1 Research Location and Object

The location of this research is the Lhokseumawe City Government Secretariat. The subjects of this research are the employees at the Lhokseumawe City Government Secretariat.

### 2.2 Sampling Techniques

The sample in this study consisted of 104 employees. The data used was primary data collected using a questionnaire sent via Google Forms. The sampling technique used in this study was purposive sampling. Purposive sampling is a sampling technique based on specific considerations or criteria (Sugiyono, 2016).

### 2.3 Operational Definition of Variables

The operational definition of variables aims to clarify the definition and indicators between one variable and another. In this study, there are four latent variables: compensation, affective commitment, POS, and employee performance.

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Table 1 Operational Definition of Variables

Variables	indicator items	Scale
Compensation	<ol style="list-style-type: none"> <li>1. Easy to operate (KO1)</li> <li>2. Employee satisfaction (KO2)</li> <li>3. Justice (KO3)</li> <li>4. Compensation suitability (KO4)</li> <li>5. Flexibility and efficiency variations (KO5)</li> </ol> Source: Milkovich & Newman, (2008)	<i>Likert</i>
Affective commitment	<ol style="list-style-type: none"> <li>1. Desire to work in an agency (KA1)</li> <li>2. Emotional to the agency (KA2)</li> <li>3. Involvement in activities (KA3)</li> <li>4. Pride in being part of the agency (KA4)</li> </ol> Source: Allen & Meyer, (1997).	<i>Likert</i>
POS	<ol style="list-style-type: none"> <li>1. Care about employees' opinions (POS1)</li> <li>2. Caring about employee welfare (POS2)</li> <li>3. Consider employee goals and values (POS3)</li> <li>4. Ready to help when employees face problems (POS4)</li> <li>5. Forgive mistakes made by employees (POS5)</li> </ol> Source: Canboy et al., (2021)	<i>Likert</i>
Employee Performance	<ol style="list-style-type: none"> <li>1. Quality of work (KP1)</li> <li>2. Quantity of work (KP2)</li> <li>3. Punctuality (KP3)</li> <li>4. Work effectiveness (KP4)</li> <li>5. Contribution to the organization (KP5)</li> </ol> Source: Maryani et al., (2023)	<i>Likert</i>

## 2.4 Data Analysis Methods

The data analysis model used in this study is the Structural Equation Model (SEM). SEM is a variance-based statistical method designed to maximize the explained variance in the dependent variable and is used to test causal relationships in complex models (Hair et al., 2021).

## 3. RESULTS AND DISCUSSION

### 3.1 Respondent Profile

Respondent characteristics in this study included gender, age, education, marital status, and length of service. The characteristics of respondents in this study are described in Table 2 below:

Table 2 Respondent Profile

Gender	Amount	%
Male	49	47.1
Female	55	52.9
Total	104	100,0
Age	Amount	%
20 - 30 Years	11	10.6
30 - 40 Years	46	44.2
40 - 50 Years	41	39.4
> 50 Years	6	5.8
Total	104	100,0
Education	Amount	%
High School/Equivalent	13	12.5

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Diploma (D3)	26	25.0
Bachelor's degree	51	49.0
Postgraduate	14	13.5
Total	104	100,0
<b>Marital status</b>	<b>Amount</b>	<b>%</b>
Marry	86	82.7
Not Married	11	10.6
Widower	5	4.8
Widow	2	1.9
Total	104	100,0
<b>Working Time</b>	<b>Amount</b>	<b>%</b>
1-5 Years	19	18.3
5-10 Years	35	33.7
10-15 Years	26	25.0
> 15 Years	24	23.1
Total	104	100.0

Source: Research Results (2025)

From the research results obtained information that based on gender, female respondents dominated this study as much as 52.9 percent. Then based on age, it was dominated by 30-50 years old as much as 81.6 percent, and from the level of education, it was dominated by respondents with a bachelor's degree level, which reached 49.0 percent. Furthermore, from the characteristics of marital status, it was found that generally respondents in this study were married respondents, which reached 82.7 percent. Meanwhile, from the information on length of service, it was found that for length of service, it was dominated by employees with a length of service above 5 years.

## 3.2 Construct Validity and Reliability Analysis

Construct validity measures the extent to which the indicators of research variables reflect their theoretical latent constructs. Therefore, construct validity provides confidence that the indicator measurements taken from a sample reflect the actual scores in the population. Construct validity can be measured by examining the factor loading values. First, the loading factor must be significant. The standardized loading estimate must be 0.50 or higher, and ideally, 0.70. The results of construct validity and reliability testing in this study are described in the following table:

Table 3 Results of Construct Validity and Reliability Tests

Variables	Construct Reliability		Variance Extracted		Description
	Acquisition Value	Cut Off Value	Acquisition Value	Cut Off Value	
Compensation	0,824	$\geq 0,7$	0,54	$\geq 0,5$	Reliable
Affective Commitment	0,825	$\geq 0,7$	0,541	$\geq 0,5$	Reliable
POS	0,817	$\geq 0,7$	0,529	$\geq 0,5$	Reliable
Employee Performance	0,813	$\geq 0,7$	0,722	$\geq 0,5$	Reliable

Source: Research Results (2025)

The data in Table 3 shows that all variables used in this study have a CR value greater than 0.70. The VE value is greater than 0.50. Therefore, it can be concluded that the data used in this study is valid and reliable.

## 3.3 The Influence of Exogenous Variables on Endogenous Variables

To explain the results of the hypothesis testing in this study, a full analysis of the research model and data from the regression weights was conducted. The results of the research model analysis and regression weight values are illustrated in Figure 1 below:

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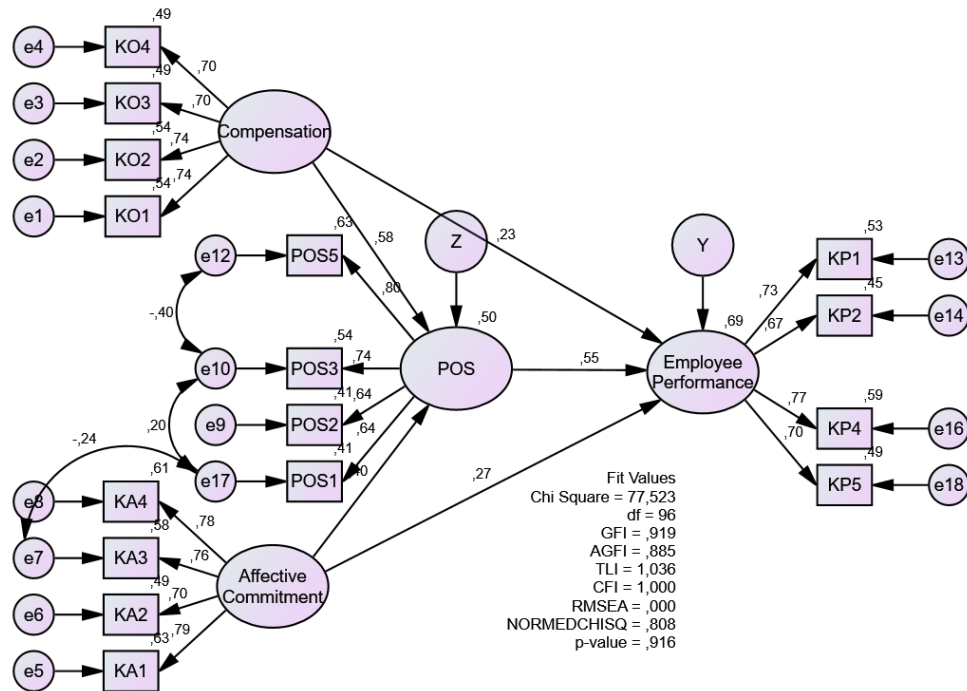


Figure 1 Full Research Model

Next, to see the fit value in the research model after modification, it can be seen in the following table:

Table 4 Goodness of Fit Index of Research Model

No.	Criteria	Expected Value	Yield Value	Conclusion
1	<i>Chi Square</i>	Expected to be small	77,523	Good
2	<i>Goodness of fit Index (GFI)</i>	> 0.90	0,919	Good
3	<i>Adjusted Goodness Ft of Index (AGFI)</i>	> 0.90	0,885	Good
4	<i>Tucker Lewis Index (TLI)</i>	> 0.95	1,036	Good
5	<i>Comparative Fit Index (CFI)</i>	> 0.95	1,000	Good
6	<i>Root Mean Square error of Approximation (RMSEA)</i>	< 0.08	0,000	Good
7	<i>CMIND/DF</i>	< 2.00	0,808	Good
8	<i>P-Value</i>	> 0.05	0,916	Good

Source: Research Results (2025)

The results of the goodness of fit analysis shown in Table 4 indicate that after model modification, all values in the model met the established criteria. Therefore, the overall research model is fit. Furthermore, to determine the extent of influence of the exogenous variables (compensation and affective commitment) on the intervening variable (POS) and the endogenous variable (employee performance), Table 5 shows the following:



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Table 5 The Influence of Exogenous Variables on Endogenous Variables

			Stand. Estimate	Unstand. Estimate	S.E.	C.R.	P
POS	<---	Compensation	0,576	0,403	0,095	4,244	***
POS	<---	Affective Commitment	0,404	0,273	0,076	3,6	***
Employee Performance	<---	Compensation	0,23	0,197	0,115	2,714	0,037
Employee Performance	<---	Affective Commitment	0,269	0,223	0,095	2,358	0,018
Employee Performance	<---	POS	0,547	0,67	0,205	3,265	0,001

Source: Research Results (2025)

Based on the results of the data analysis as shown in Table 5, it can be explained that all exogenous variables (compensation and commitment) have a significant direct influence on the intervening variable (POS) and the endogenous variable (Employee Performance). And the intervening variable (POS) has a direct influence on the endogenous variable (Employee Performance).

## 3.4 Discussion

### 3.4.1 The Effect of Compensation on POS

The results of this study indicate that there is a significant influence between compensation on POS in Lhokseumawe City secretariat employees as shown in table 5 above. This influence is evidenced by the standardized estimate coefficient or regression weight of 0.576 with a critical ratio (CR) value that is identical to the t-count which is much larger than the minimum required C.R. of 1.96, namely  $4,244 \geq 1.96$  and a probability smaller than the error rate ( $\alpha$ ) of 0.05 of ( $0.000 < 0.05$ ), thus it can be stated that compensation has a significant effect on POS in the Lhokseumawe City secretariat. The results of this study are in line with previous research, such as the results of Liu et al., (2023), which stated that organizational leaders need to pay attention to the structure and fairness of the compensation system as a strategy to increase employees' positive perceptions of organizational support (POS). Employees who perceive fair and adequate compensation tend to feel more appreciated, which in turn can increase their loyalty, motivation, and performance. Overall, these findings strengthen theories in human resource management, such as studies conducted by (Panca et al., 2024; Stofberg et al., 2022), which state that effective and transparent compensation can strengthen the psychological bond between employees and their organization, and support the achievement of organizational goals more optimally.

### 3.4.2 The Influence of Commitment on POS

The results of this study indicate that there is a significant influence between commitment and POS at the Lhokseumawe City secretariat as shown in table 5 above. This influence is evidenced by the standardized estimate coefficient or regression weight of 0.404 with a critical ratio (CR) value that is identical to the t-count which is much greater than the minimum required C.R. of 1.96, namely  $3.6 \geq 1.96$  and a probability smaller than the error rate ( $\alpha$ ) of 0.05 of ( $0.000 < 0.05$ ), thus it can be stated that commitment has a significant effect on POS. This study is in line with the results of previous studies, such as Liu et al., (2023), which stated that perceived organizational support is influenced by the reciprocal relationship between individuals and organizations. If employees feel a strong emotional attachment to the organization, they will interpret various organizational actions (for example, providing attention, fairness, or development opportunities) as a form of real support. In government environments like the Lhokseumawe City Regional Secretariat, this is crucial because high affective commitment will foster a spirit of public service and better work engagement. Employees who feel supported and emotionally connected to the agency they work for tend to exhibit more positive work behaviors, such as improving service quality, maintaining work ethics, and reducing turnover intentions. Therefore, strengthening affective commitment can be a crucial strategy in building perceptions of organizational support, ultimately impacting both individual and overall organizational performance (Sukoco & Kurniawan, 2023).

### ***3.4.3 The Effect of Compensation on Employee Performance***

The results of this study indicate that there is a significant influence between Compensation on employee performance at the Lhokseumawe City Secretariat. This influence is evidenced by the standardized estimate coefficient or regression weight of 0.23 with a critical ratio (CR) value that is identical to the t-count which is much larger than the minimum required C.R. of 1.96, namely  $2.714 \geq 1.96$  and a probability that is smaller than the error rate ( $\alpha$ ) of 0.05 of ( $0.037 < 0.05$ ), thus it can be stated that compensation has a significant influence on employee performance at the Lhokseumawe City Secretariat. These findings support several previous empirical studies, such as those (Esthi, 2021; Rodriguez-Clare & Dingel, 2021), which explain that employees will be motivated to improve their performance if they believe their efforts will yield valued results, in this case, appropriate compensation. In other words, compensation serves as a form of appreciation for contributions, which in turn encourages employees to perform optimally (Cui & Zysman, 2021; Elisa et al., 2022). In a government context such as the Lhokseumawe City Regional Secretariat, providing fair and competitive compensation is crucial to maintaining employee morale and responsibility in providing public services.

### ***3.4.4 The Influence of Commitment on Employee Performance***

The results of this study indicate that there is a significant influence between commitment on the performance of Lhokseumawe City secretariat employees as shown in table 5 above. This influence is evidenced by the standardized estimate coefficient or regression weight of 0.269 with a critical ratio (CR) value that is identical to the t-count which is much larger than the minimum required C.R. of 1.96, namely  $2.358 \geq 1.96$  and a probability smaller than the error rate ( $\alpha$ ) of 0.05 of ( $0.018 < 0.05$ ), thus it can be stated that commitment has a significant influence on the performance of Lhokseumawe City secretariat employees. This finding aligns with Meyer and Allen's (1991) Organizational Commitment theory and previous research findings, such as (Alqudah et al., 2022; Donkor et al., 2021; Jiatong et al., 2022), which state that employees with high affective commitment are more likely to work wholeheartedly, demonstrate high loyalty to employee performance, and contribute maximally to organizational success. In the context of government organizations, such as the Lhokseumawe City Regional Secretariat, affective commitment is crucial because it contributes to a spirit of public service, compliance with regulations, and social responsibility.

### ***3.4.5 The Influence of POS on Employee Performance***

The results of this study indicate that there is a significant influence between POS on employee performance at the Lhokseumawe City secretariat as shown in table 5 above. This influence is evidenced by the standardized estimate coefficient or regression weight of 0.547 with a critical ratio (CR) value that is identical to the t-count which is much larger than the minimum required C.R. of 1.96, namely  $3.265 \geq 1.96$  and a probability smaller than the error rate ( $\alpha$ ) of 0.05 of ( $0.001 < 0.05$ ), thus it can be stated that POS has a significant influence on the performance of Lhokseumawe City secretariat employees. These findings align with research findings (Jelita et al., 2024; Neysyah et al., 2023), which suggest that perceived organizational support can increase affective commitment, reduce the desire to leave the organization, and encourage improved performance. Employees who feel valued by the organization tend to reciprocate this support by increasing their contributions and responsibilities towards their work (Rahardjo & Raharja, 2023). In the context of the Lhokseumawe City Regional Secretariat, these findings are important as a basis for policymakers to pay more attention to aspects of organizational support.

### ***3.4.6 Mediation Effect Analysis***

1. POS mediates the influence of compensation on employee performance.

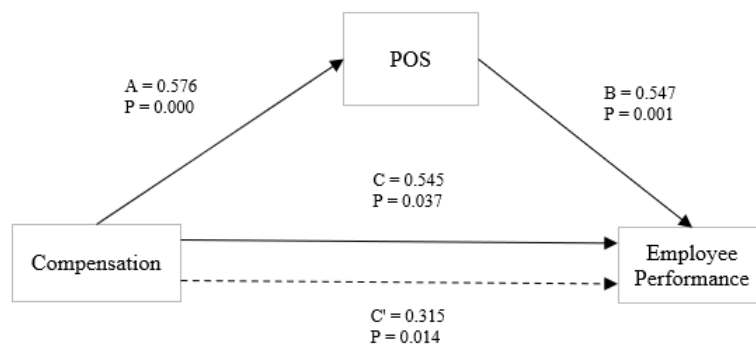


Figure 2 Results of the Test of the Mediation Effect of Compensation → POS → Employee Performance

The results of the study state that the probability of path C' is significant, so it can be concluded that a partial mediation relationship occurs or in other words, the POS variable partially mediates the relationship between compensation and employee performance in Lhokseumawe City.

## 2. POS Mediates the Effect of Commitment on Employee Performance

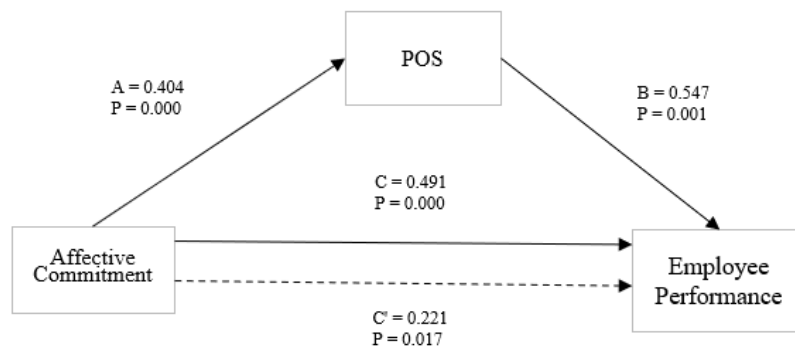


Figure 3 Results of the Mediation Effect Test of Commitment → POS → Employee Performance

The results of the study state that the probability of path C' is significant, so it can be concluded that a partial mediation relationship occurs or in other words, the POS variable partially mediates the relationship between commitment and the performance of Lhokseumawe City secretariat employees.

## 4. CONCLUSION

Based on the research results as described in the discussion section, several conclusions can be formulated as follows:

1. Compensation significantly influences employees' perceptions of organizational support (POS) at the Lhokseumawe City Secretariat.
2. Affective commitment significantly influences employees' perceptions of organizational support (POS) at the Lhokseumawe City Secretariat.
3. Compensation significantly influences employee performance at the Lhokseumawe City Secretariat.
4. Affective commitment significantly influences employee performance at the Lhokseumawe City Secretariat.
5. Perceived organizational support significantly influences employee performance at the Lhokseumawe City Secretariat.
6. Perceived organizational support (POS) acts as a mediating variable in the indirect relationship between compensation and employee performance at the Lhokseumawe City Secretariat.
7. Perceived organizational support (POS) acts as a mediating variable in the indirect relationship between affective commitment and employee performance at the Lhokseumawe City Secretariat.



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