



**THE INFLUENCE OF PERCEIVED ORGANIZATIONAL SUPPORT
AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR ON EMPLOYEE
PERFORMANCE AT THE REGIONAL PUBLIC SERVICE AGENCY OF
SOUTHEAST SULAWESI PROVINCIAL MENTAL HOSPITAL IN 2026**

¹⁾Fatmawati ²⁾Tawakal ³⁾Noviani Munsir

Universitas Pelita Ibu

(Naskah diterima: 1 Juni 2026, disetujui 31 Juni 2026)

Abstract

Employee performance is one of the key determinants of a hospital's success in delivering high-quality healthcare services. This study aimed to analyze the effect of Perceived Organizational Support (POS) and Organizational Citizenship Behavior (OCB) on employee performance at the BLUD Mental Hospital of Southeast Sulawesi Province in 2026. This study employed a quantitative research design with a survey approach. The study population consisted of 397 employees, and 79 respondents were selected using a purposive sampling technique. Data were collected through validated and reliable questionnaires and analyzed using multiple linear regression with IBM SPSS Statistics. The findings revealed that Perceived Organizational Support (POS) had a positive and significant effect on employee performance with a regression coefficient of 0.425 ($t = 5.083$; $p = 0.000$). Organizational Citizenship Behavior (OCB) also had a positive and significant effect on employee performance with a regression coefficient of 0.181 ($t = 3.546$; $p = 0.000$). These findings indicate that stronger organizational support perceived by employees and higher Organizational Citizenship Behavior contribute significantly to improving employee performance in delivering healthcare services at the BLUD Mental Hospital of Southeast Sulawesi Province.

Abstrak

Kinerja karyawan merupakan salah satu faktor yang menentukan keberhasilan rumah sakit dalam memberikan pelayanan kesehatan yang berkualitas. Penelitian ini bertujuan untuk menganalisis pengaruh *Perceived Organizational Support* (POS) dan *Organizational Citizenship Behavior* (OCB) terhadap kinerja karyawan di BLUD Rumah Sakit Jiwa Provinsi Sulawesi Tenggara Tahun 2026. Penelitian ini menggunakan metode kuantitatif dengan pendekatan survei. Populasi penelitian berjumlah 397 karyawan, dengan sampel sebanyak 79 responden yang ditentukan menggunakan teknik *purposive sampling*. Pengumpulan data dilakukan menggunakan kuesioner yang telah memenuhi uji validitas dan reliabilitas, kemudian dianalisis menggunakan analisis regresi linear berganda dengan bantuan *IBM SPSS Statistics*. Hasil penelitian menunjukkan bahwa *Perceived Organizational Support* (POS) berpengaruh positif dan signifikan terhadap kinerja karyawan dengan koefisien regresi sebesar 0,425, nilai $t = 5,083$, dan $p = 0,000$. *Organizational Citizenship Behavior* (OCB) juga berpengaruh positif dan signifikan terhadap kinerja karyawan dengan koefisien regresi sebesar 0,181, nilai $t = 3,546$, dan $p = 0,000$. Hasil penelitian menunjukkan bahwa peningkatan dukungan organisasi yang dirasakan karyawan serta perilaku *Organizational Citizenship Behavior* yang lebih baik

mampu meningkatkan kinerja karyawan dalam memberikan pelayanan di BLUD Rumah Sakit Jiwa Provinsi Sulawesi Tenggara.

Kata Kunci: kinerja karyawan; *organizational citizenship behavior*; *perceived organizational support*; rumah sakit.

I. INTRODUCTION

Based on Article 1 of Law of the Republic of Indonesia Number 17 of 2023 concerning health, a hospital is a health service facility that provides comprehensive individual health services, including outpatient, inpatient, and emergency services. The success of hospitals in providing quality health services is not only determined by the completeness of facilities and infrastructure, but also greatly influenced by the quality of human resources (HR). As an organization engaged in public services, hospitals are required to be able to provide effective, efficient, quality, and safety-oriented services and patient satisfaction. Therefore, human resource management is one of the strategic factors in achieving organizational goals and improving the quality of health services (Kurnia & Sonia, 2021). Human resources are the main asset of the organization because they play a direct role in achieving the organization's goals. In the hospital environment, the quality of service is greatly influenced by the performance of employees in carrying out their duties and responsibilities. Optimal performance is able to increase service effectiveness, patient satisfaction, and competitiveness of health service organizations. Therefore, organizations need to create a work environment that is able to increase employee motivation, productivity, and commitment (Sedarmayanti, 2017; Burhannudin et al., 2019; Fauziah & Mulyanti, 2023).

Perceived Organizational Support (POS) is an employee's perception of the extent to which the organization values their contributions and cares about their well-being (Rhoades & Eisenberger, 2002). Robbins and Judge (2015) explain that high organizational support is able to increase employee motivation, loyalty, and commitment to the organization. Furthermore, Kurtessis et al. (2022) stated that POS is formed from employees' experience of organizational policies, supervisor support, reward systems, and working conditions. *Organizational Citizenship Behavior (OCB)* is voluntary behavior that employees do outside of formal duties and responsibilities without expecting direct rewards, but are able to increase organizational effectiveness (Organ et al., 2006). According to Anggreni and Wibawa (2022), OCB is reflected in the willingness of employees to help

colleagues, maintain harmonious working relationships, comply with organizational rules, and actively participate in organizational activities. Several previous studies have shown that POS and OCB have a close relationship with improved employee performance. Research by Aziizah et al. (2023) shows that *Perceived Organizational Support* has a positive and significant effect on employee performance through increased organizational motivation and commitment. Research by Restanti et al. (2024) also found that organizational support is an important predictor in improving employee *Organizational Citizenship Behavior*. Furthermore, the research of Nasikah and Kharismasyah (2025) proves that POS is able to increase OCB which ultimately has an impact on improving the performance of hospital employees. The findings suggest that organizational support and extra-role behaviors have important contributions to organizational effectiveness.

BLUD Mental Hospital of Southeast Sulawesi Province is a referral hospital for mental health services in Southeast Sulawesi Province. Based on Community Satisfaction Index (IKM) data, the quality of hospital services has increased from 75.03 in 2021 to 85.80 in the first quarter of 2025. However, the results of observations show that there are still several conditions that have the potential to affect employee performance, such as the high workload on the night shift, the inconsistency in recording attendance, and the high demands of work in handling patients with mental disorders. On the other hand, most employees exhibit behavior of helping colleagues and providing services outside of formal duties which reflects the existence of *Organizational Citizenship Behavior*. This condition shows that organizational support and OCB behavior are important factors that need to be considered in improving employee performance. Although various studies have proven a positive relationship between *Perceived Organizational Support*, *Organizational Citizenship Behavior*, and employee performance, studies that examine these two variables simultaneously in psychiatric hospitals are still relatively limited, especially at the BLUD of the Southeast Sulawesi Provincial Psychiatric Hospital. The characteristics of mental health services that have a high level of complexity and require collaboration between professions make this research have a new value (*research gap*) compared to previous research. Based on this description, this study aims to analyze the influence of *Perceived Organizational Support* (POS) and *Organizational Citizenship Behavior* (OCB) on employee performance at the BLUD of the Southeast Sulawesi Provincial Mental Hospital in 2026. The results of the research are expected to be the basis for hospital management in

formulating strategies to increase organizational support and strengthen *Organizational Citizenship Behavior* to improve employee performance and the quality of health services.

II. THEORETICAL STUDIES

Perceived Organizational Support (POS)

Perceived Organizational Support (POS) is an employee's perception of the extent to which the organization values their contributions and cares about their well-being. According to Rhoades and Eisenberger (2002), POS reflects employees' belief that the organization appreciates the contributions that have been made and pays attention to their needs and well-being. The perception of high organizational support is able to increase motivation, job satisfaction, organizational commitment, and encourage employees to provide the best performance. Robbins and Judge (2015) also explained that the organizational support felt by employees will form a positive reciprocal relationship between employees and the organization so as to increase loyalty and work productivity. In addition, Kurtessis et al. (2022) stated that POS is formed through employees' experience of organizational policies, supervisor support, reward systems, career development opportunities, and supportive working conditions.

Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) is voluntary behavior that employees perform outside of formal duties without expecting direct rewards, but are able to increase organizational effectiveness. According to Organ et al. (2006), OCB consists of five dimensions, namely *altruism*, *courtesy*, *sportsmanship*, *civic virtue*, and *conscientiousness*. This behavior is reflected in the willingness to help colleagues, maintain harmonious working relationships, comply with organizational rules, and actively participate in various organizational activities. Anggreni and Wibawa (2022) explained that OCB contributes to increasing teamwork, productivity, and organizational effectiveness so that it has a positive impact on service quality, especially in health service organizations.

Employee Performance

Employee performance is the result of work achieved by a person in accordance with the tasks, responsibilities, and authority given to achieve organizational goals. According to Sedarmayanti (2017), performance is influenced by the ability, motivation, and opportunities that individuals have in carrying out their work. Meanwhile, Burhannudin et al. (2019) stated that employee performance can be measured through work quality, work quantity, punctuality, effectiveness, and independence in completing work. In healthcare

organizations, employee performance is an important indicator because it is directly related to service quality and patient satisfaction.

III. METODE PENELITIAN

This study uses a cross-sectional design with an *observational quantitative approach*. The research will be carried out at the BLUD of the Southeast Sulawesi Provincial Psychiatric Hospital in 2026. The study population amounted to 397 employees, with a sample of 79 respondents selected using the proportionate stratified random sampling technique. Data is collected through questionnaires that have met validity and reliability tests. The independent variable consists of *Perceived Organizational Support* (X_1) and *Organizational Citizenship Behavior* (X_2), while the dependent variable is Employee Performance (Y). Data analysis was carried out descriptively, followed by classical assumption tests and multiple linear regression analysis to test the influence of independent variables on dependent variables at a significance level of 5% ($\alpha = 0.05$) (Ghozali, 2021).

IV. RESEARCH RESULTS

Respondent Characteristics Analysis

Based on Table 1, the characteristics of respondents at the BLUD of the Southeast Sulawesi Provincial Mental Hospital in 2026 show that of the 79 respondents, most of them were female as many as 47 people (59.5%), while male respondents amounted to 32 people (40.5%). Based on age group, the majority of respondents were in the age range of 20-30 years as many as 28 people (39.2%), followed by 30-40 years old as many as 27 people (35.4%), and over 40 years old as many as 24 people (30.4%). Based on the latest education level, most of the respondents had a Diploma education of 35 people (44.3%), followed by S1 as many as 35 people (44.3%), S2 as many as 5 people (6.3%), and NERS as many as 4 people (5.1%). Based on the length of service, the majority of respondents had a working period of 1-5 years as many as 36 people (45.6%), followed by a service period of more than 10 years as many as 27 people (34.1%) and 5-10 years as many as 16 people (20.3%). Based on employment status, most of the respondents had civil servant status as many as 47 people (59.5%), followed by PPPK as many as 31 people (39.2%) and Non-Civil Servants as many as 1 person (1.3%).

The results of the distribution of research variables showed that the majority of respondents had *Perceived Organizational Support* in the good category as many as 50 people (63.7%), *Organizational Citizenship Behavior* in the good category as many as 56

people (70.9%), and employee performance in the good category as many as 66 people (83.5%). The findings showed that most of the respondents had a good perception of organizational support, showed high *Organizational Citizenship Behavior*, and had good performance in carrying out their duties at the BLUD of the Southeast Sulawesi Provincial Mental Hospital.

Table 1.
Characteristics of the Distribution of Respondents in BLUD Mental Hospital of Southeast Sulawesi Province in 2026

Variabel	N	Persentase (%)
Jenis kelamin		
Laki-laki	32	40,5
Perempuan	47	59,5
Usia		
20-30 Tahun	28	39,2
30-40 Tahun	27	35,4
> 40 Tahun	24	30,4
Pendidikan terakhir		
DIPLOMA	35	44,3
S1	34	44,3
S2	5	6,3
NERS	4	5,1
Masa kerja		
1–5 Tahun	36	45,6
5-10 Tahun	16	20,3
> 10 Tahun	27	34,1
Status Pekerjaan		
PNS	47	59,5
PPPK	31	39,2
NON-PNS	1	1,3
<i>Perceived Organizational Support</i>		
Kurang	29	36,3
Baik	50	63,7
<i>Organizational Citizenship Behavior</i>		
Kurang	23	29,1
Baik	56	70,9
Kinerja karyawan		
Baik	66	83,5
Kurang	13	16,5

Normality Test Analysis

Based on table 2, the normality test using the *Kolmogorov-Smirnov* method obtained a statistical value of 0.055 with a sample of 79 and a significance value of 0.200. Because the significance value is greater than 0.05, it can be concluded that the

data on the variables *Perceived Organizational Support*, *Organizational Citizenship Behavior*, and *Employee Performance* are normally distributed at BLUD Hospital Jiwa Prov.Southeast Sulawesi

Thickness 2
Results of the Normality Test of Respondent Distribution at BLUD Mental Hospital of Southeast Sulawesi Province in 2026

Variabel	<i>Kolmogorov Smirnov</i>			Ket.
	Statistik	N	Sig.	
<i>Perceived Organizational Support, Organizational Citizenship Behavior, Kinerja Karyawan</i>	0,055	79	0,200	Normal

Multicollinearity analysis

Based on table 3 of the *multicollinearity test*, the variables *Perceived Organizational Support* and *Organizational Citizenship Behavior* have a *Tolerance* value of 0.997 and a *VIF* of 1.003, respectively. Because the tolerance value is greater than 0.10 and the *VIF* value is less than 10, it can be concluded that *multicollinearity* does not occur in the research model. This shows that there is no high relationship between *independent* variables, so the regression model is suitable for the further analysis of BLUD Psychiatric Hospital Prov. Southeast Sulawesi.

Table 3
Results of Multicollinearity Test of Perceived Organizational Support, Organizational Citizenship Behavior, and Employee Performance Variables at BLUD Mental Hospital of Southeast Sulawesi Province in 2026

Variabel	Tolerance	VIF	Ketangan
<i>Perceived Organizational Support</i>	0,997	1,003	Tidak terjadi multikolinearitas
<i>Organizational Citizenship Behavior</i>	0,997	1,003	Tidak terjadi multikolinearitas

Multiple Linear Regression Analysis

Based on the results of multiple linear regression analysis in Table 4, a constant value (α) of 15.338 was obtained, which shows that if the variables *Perceived Organizational Support* (POS) and *Organizational Citizenship Behavior* (OCB) are considered constant or have a zero value, then the employee performance value is 15.338. The value of the regression coefficient for the *Perceived Organizational Support* variable is 0.425, which means that every one unit increase in *Perceived*

Organizational Support will increase employee performance by 0.425 units assuming other variables are fixed. Meanwhile, the *Organizational Citizenship Behavior* variable has a regression coefficient value of 0.181, which indicates that every one unit increase in *Organizational Citizenship Behavior* will increase employee performance by 0.181 units, assuming the other variables are constant.

The equation shows that *Perceived Organizational Support* and *Organizational Citizenship Behavior* have a positive relationship to employee performance, which means that the higher the perception of organizational support and the better the *Organizational Citizenship Behavior* behavior that employees have, the higher the employee performance at the BLUD of the Southeast Sulawesi Provincial Mental Hospital. In addition, the value of the regression coefficient of *Perceived Organizational Support* that is greater than that of *Organizational Citizenship Behavior* indicates that *Perceived Organizational Support* is a variable that has a greater influence on improving employee performance in this study model.

Table 4 Multiple Linear Regression Test of the Influence of Perceived Organizational Support and Organizational Citizenship Behavior, on Employee Performance at BLUD Mental Hospital Prov. Southeast Sulawesi

No.	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error			
	(Constant)	15,338	5,300		2,894	0,005
1.	<i>Perceived Organizational Support</i>	0,425	0,084	0,472	5,083	0,000
2.	<i>Organizational Citizenship Behavior</i>	0,181	0,068	0,329	3,546	0,000

Discussion

The Effect of *Perceived Organizational Support* (POS) on Employee Performance at BLUD Mental Hospital of Southeast Sulawesi Province in 2026

The results of the study show that *Perceived Organizational Support* (POS) has a positive and significant effect on employee performance at the BLUD of the Southeast Sulawesi Provincial Mental Hospital in 2026. This is proven based on the results of the t-test which obtained a calculated t-value of 5.083 with a significance value of 0.000

(<0.05), so that the research hypothesis was accepted. The regression coefficient value of 0.425 indicates that every one unit increase in *Perceived Organizational Support* will increase employee performance by 0.425 units. These results indicate that the higher the support felt by employees from the organization, the better the performance shown in carrying out their duties and responsibilities. Such organizational support can be in the form of attention to employee welfare, appreciation for work, fair treatment, support from leadership, and opportunities to develop competencies through education and training.

The results of this study are in line with *the Organizational Support Theory* put forward by Rhoades and Eisenberger (2002), which explains that when employees feel that the organization appreciates their contributions and cares about their welfare, there will be a *sense of belonging*, organizational commitment, and motivation to provide the best performance as a form of reciprocity to the organization. This opinion is also supported by Robbins and Judge (2015) who stated that organizational support is able to increase work motivation, loyalty, job satisfaction, and employee productivity. The results of this study are also consistent with the research of Fauzia Anisagita and Rochiyati Murniningsih (2023) and Nasikah and Kharismasyah (2025) which prove that *Perceived Organizational Support* has a positive and significant influence on improving employee performance.

According to the researcher's analysis, the results of this study show that organizational support is one of the important factors that determine the success of employees in achieving optimal performance. In a hospital environment, organizational support is needed because employees face high workloads, fast service demands, and great responsibility for patient safety. When organizations are able to create a comfortable work environment, reward work achievements, build good communication between leaders and employees, and provide competency development opportunities, employees will feel valued and motivated to work better. Therefore, BLUD Mental Hospital of Southeast Sulawesi Province needs to continue to improve forms of organizational support so that employee performance is more optimal and the quality of service to the community can continue to improve.

The Influence of *Organizational Citizenship Behavior* (OCB) on Employee Performance at BLUD Mental Hospital of Southeast Sulawesi Province in 2026

The results of the study show that *Organizational Citizenship Behavior* (OCB) has a positive and significant effect on employee performance at the BLUD of the Southeast Sulawesi Provincial Mental Hospital in 2026. This is evidenced by the results of the t-test which obtained a calculated t-value of 3.546 with a significance value of 0.000 (<0.05). In addition, a regression coefficient value of 0.181 indicates that any increase in *Organizational Citizenship Behavior* will be followed by an increase in employee performance. These findings show that voluntary behavior carried out by employees outside of formal duties, such as helping colleagues, maintaining harmonious working relationships, providing services with full responsibility, and actively participating in organizational activities, can improve work effectiveness and the quality of hospital services.

The results of this study are in accordance with the theory of Organ et al. (2006) which states that *Organizational Citizenship Behavior* is a voluntary behavior that is not listed in the job description, but makes a major contribution to the effectiveness of the organization. Employees who have a high OCB tend to care more about the organization, are willing to help colleagues without expecting anything in return, and have a high commitment to the success of the organization. This research is also supported by Anggreni and Wibawa (2022), Hermanto and Srimulyani (2022), and Nasikah and Kharismasyah (2025) who conclude that *Organizational Citizenship Behavior* has a positive and significant effect on improving employee performance.

According to the researcher's analysis, *Organizational Citizenship Behavior* is one of the most important factors in the hospital environment because health services cannot be carried out individually, but require good cooperation between professions. Employees who have OCB behavior will find it easier to coordinate, help each other in completing work, maintain good communication, and be willing to provide the best service to patients. This behavior will create a harmonious work environment, increase productivity, and accelerate work completion so that the quality of hospital services becomes better. Therefore, an organizational culture that encourages cooperation, care, and active participation among employees needs to be maintained and improved.

The Effect of *Perceived Organizational Support* (POS) and *Organizational Citizenship Behavior* (OCB) on Employee Performance Together at BLUD Mental Hospital of Southeast Sulawesi Province in 2026

The results of the study show that *Perceived Organizational Support* (POS) and *Organizational Citizenship Behavior* (OCB) simultaneously have a positive and significant effect on employee performance at the BLUD of the Southeast Sulawesi Provincial Mental Hospital in 2026. This is proven based on the results of the F test which shows a significance value of less than 0.05, so the research hypothesis is accepted. These results show that good organizational support and high *Organizational Citizenship Behavior* together are able to improve employee performance more optimally than if they are only influenced by one of the variables. In other words, the higher the organizational support felt by employees and the better the *Organizational Citizenship Behavior* they have, the higher the performance produced.

The results of this study are in line with *Social Exchange Theory* which explains that the relationship between the organization and employees is based on the principle of reciprocity. When the organization provides attention, appreciation, and support for employee welfare, employees will respond in the form of positive behavior, such as increasing work morale, loyalty, and *Organizational Citizenship Behavior* which ultimately has an impact on improving performance. The findings of this study are also supported by Nasikah and Kharismasyah (2025) who state that *Organizational Citizenship Behavior* is able to strengthen the influence of *Perceived Organizational Support* on employee performance. In addition, Fauzia Anisagita and Rochiyati Murniningsih (2023) also concluded that these two variables together have a significant effect on improving employee performance.

According to the researcher's analysis, the improvement in employee performance in hospitals is not only influenced by individual abilities, but also influenced by organizational support and a work culture that develops in the work environment. Organizations that are able to provide support to employees will foster a sense of comfort, loyalty, and work motivation, while *Organizational Citizenship Behavior* will strengthen cooperation between employees in providing services to patients. The combination of these two factors will create a productive work environment, improve the quality of health services, and help hospitals achieve their organizational goals more effectively. Therefore, the management of the BLUD of the

Southeast Sulawesi Provincial Psychiatric Hospital needs to continue to improve organizational support and build a work culture that encourages mutual assistance, care, and cooperation so that employee performance and the quality of hospital services will increase.

V.CONCLUSION

The results of the study show that *Perceived Organizational Support* (POS) has a positive and significant effect on employee performance at the BLUD of the Southeast Sulawesi Provincial Mental Hospital in 2026, which is evidenced by a significance value of 0.000 (<0.05). *Organizational Citizenship Behavior* (OCB) also has a positive and significant effect on employee performance with a significance value of 0.000 (<0.05). In addition, *Perceived Organizational Support* and *Organizational Citizenship Behavior* simultaneously had a positive and significant effect on employee performance based on the results of the F test with a significance value of <0.05 . Therefore, the management of the BLUD of the Southeast Sulawesi Provincial Psychiatric Hospital is advised to continue to improve organizational support through awarding, attention to welfare, and employee competency development, as well as building a work culture that encourages *Organizational Citizenship Behavior* so that employee performance and the quality of hospital services will increase.

REFERENCE

- Anggreni, N. L. P., & Wibawa, I. M. A. (2022). Pengaruh *Organizational Citizenship Behavior* terhadap kinerja karyawan. *E-Jurnal Manajemen*, 11(4), 845–861.
- Burhannudin, B., Zainul, M., & Harlie, M. (2019). Pengaruh disiplin kerja, lingkungan kerja, dan komitmen organisasi terhadap kinerja karyawan. *Jurnal Maksipreneur*, 8(2), 191–206.
- Fauziah, N., & Mulyanti, D. (2023). Manajemen sumber daya manusia dalam meningkatkan kualitas pelayanan rumah sakit. *Jurnal Administrasi Kesehatan Indonesia*, 11(2), 120–130.
- Ghozali, I. (2021). *Aplikasi Analisis Multivariate dengan Program IBM SPSS* (10th ed.). Badan Penerbit Universitas Diponegoro.
- Kurnia, R., & Sonia, D. (2021). Manajemen sumber daya manusia dalam peningkatan mutu pelayanan rumah sakit. *Jurnal Administrasi Kesehatan Indonesia*, 9(2), 115–124.
- Kurtessis, J. N., Eisenberger, R., Ford, M. T., Buffardi, L. C., Stewart, K. A., & Adis, C. S. (2017). Perceived organizational support: A meta-analytic evaluation of organizational support theory. *Journal of Management*, 43(6), 1854–1884.
- Nasikah, S., & Kharismasyah, A. Y. (2025). Pengaruh *Perceived Organizational Support* terhadap kinerja pegawai melalui *Organizational Citizenship Behavior*. *Jurnal Ilmiah Manajemen dan Bisnis*, 26(1), 35–47.

- Organ, D. W., Podsakoff, P. M., & MacKenzie, S. B. (2006). *Organizational Citizenship Behavior: Its Nature, Antecedents, and Consequences*. Sage Publications.
- Premananda, R. (2025). Manajemen sumber daya manusia dalam mendukung peningkatan mutu pelayanan kesehatan. *Jurnal Manajemen Kesehatan Indonesia*, 13(1), 45–56.
- Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: A review of the literature. *Journal of Applied Psychology*, 87(4), 698–714.
- Robbins, S. P., & Judge, T. A. (2015). *Organizational Behavior* (16th ed.). Pearson Education.
- Sedarmayanti. (2017). *Manajemen Sumber Daya Manusia: Reformasi Birokrasi dan Manajemen Pegawai Negeri Sipil*. PT Refika Aditama.
- Sugiyono. (2018). *Metode Penelitian Kuantitatif*. Alfabeta.
- Undang-Undang Republik Indonesia Nomor 17 Tahun 2023 tentang Kesehatan. (2023).