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## THE INFLUENCES OF LEADER-MEMBER EXCHANGE (LMX) AND PERCEIVED ORGANIZATIONAL SUPPORT TOWARD PERFORMANCE MEDIATED BY ORGANIZATIONAL COMMITMENT OF ATTORNEY GENERAL'S OFFICE OF THE REPUBLIC OF INDONESIA

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### ABSTRACT

*The performance of the Attorney General's Office of the Republic of Indonesia plays a strategic role in supporting national legal development with professionalism and integrity. One crucial aspect of enhancing the prosecutor's office's performance is strengthening competent and competitive human resources (HR). This study aims to analyze the influence of Leader-Member Exchange (LMX) and Perceived Organizational Support (POS) on the Performance of Attorney General's Office Personnel, with Organizational Commitment as a mediating variable. This research adopts a quantitative approach, collecting data through surveys conducted among Attorney General's Office employees. The Leader-Member Exchange (LMX) variable refers to the quality of relationships between leaders and subordinates within the organization, while Perceived Organizational Support (POS) describes the extent to which employees feel supported by the institution. Organizational Commitment, as a mediating variable, explains employee attachment to the organization and its impact on individual performance. The findings of this study are expected to contribute to policy development in HR management at the Attorney General's Office, particularly in improving personnel professionalism, the effectiveness of training programs, and strengthening workplace relationships between leaders and subordinates. The study's implications can serve as a foundation for designing strategies to enhance competency, accountability, and legal enforcement efficiency.*

**KEYWORDS** *Leader-Member Exchange, Perceived Organizational Support, Employee Performance, Attorney General's Office of Indonesia.*



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## INTRODUCTION

Performance has an important role in an organization because it affects the achievement of overall goals. Every institution expects its employees to work optimally, so that the results achieved can be optimal. Good performance reflects the continuous quality of work, where the work done must always be improved. In the professional world, optimal performance is highly expected to ensure the achievement of organizational goals. According to Singh (2019), performance consists of task performance, which focuses on completing key tasks accurately, as well as contextual performance, which supports the social environment in the organization. These two aspects contribute to the achievement of organizational goals, as described by Pattnaik and Pattnaik (2020) and Vilagrassa et al. (2019).

In the context of the State Civil Apparatus (ASN), employee performance is closely related to the quantity and quality of work in accordance with the organization's direction (Nabawi, 2019). Good performance allows employees to contribute optimally, while low performance can hinder the achievement of organizational goals. According to Armstrong (2014), employee performance is measured based on efficiency, effectiveness, quality, and compliance with deadlines. The Leader-Member Exchange (LMX) theory explains that the relationship between leaders and members of an organization can affect individual performance. Leaders who provide more support and attention to employees will improve their motivation and performance (Scandura & Schriesheim, 1994; Che et al., 2021).

In the public sector, the quality of the relationship between leaders and employees is very important in shaping professionalism and optimal performance. The LMX concept emphasizes that interactions based on trust and social exchange can increase employee loyalty and productivity (Khan et al., 2022). This is also relevant in the context of the Prosecutor's Office of the Republic of Indonesia, where the relationship between leaders and employees affects performance in law enforcement. Although the Indonesian Prosecutor's Office has shown efforts to improve professionalism and integrity, the SAKIP score obtained shows that there is room for improvement in order to achieve ideal values and reflect the principles of good governance (Planning Bureau of the Indonesian Prosecutor's Office, 2024).

This study aims to analyze the influence of the Leader-Member Exchange (LMX) relationship and the Perceived Organizational Support on the performance of the State Civil Apparatus (ASN) in the Attorney General's Office of the Republic of Indonesia. ASN performance is influenced by relationships between individuals in the workplace, including interactions between leaders and members that can increase trust and loyalty. In addition, the Perceived Organizational Support felt by ASN also plays an important role in increasing their motivation and commitment to their duties. This study also considers organizational commitment as a mediator that connects LMX and the Perceived Organizational Support with ASN performance.

The formulation of the research problem includes the influence of LMX, organizational support, and organizational commitment on ASN performance as well as the influence of organizational commitment mediation in the relationship between these factors. By integrating these variables, this study is expected to provide new insights into the dynamics affecting performance in the public sector

and provide recommendations for improving leadership policies and strategies in public organizations. The focus of this research is centered on civil servants in the Attorney General's Office of the Republic of Indonesia, with a theoretical foundation involving LMX, Perceived Organizational Support, and organizational commitment as performance determining factors.

Based on the explanation that has been described, the author will research with the title: "The Influence of Leader-Member Exchange and the Perceived Organizational Support on Performance Mediated by Organizational Commitment to the State Civil Apparatus of the Attorney General of the Republic of Indonesia".

### **Research Hypothesis**

H1: LMX positively affects ASN performance.

H2 : Perceived Organizational Support positively affects ASN performance

H3: Organizational commitment positively affects performance.

H4: LMX positively influences organizational commitment

H5: Organizational support positively influences organizational commitment

H6: Organizational commitment mediates the relationship between LMX and performance.

H7: Organizational commitment mediates the relationship between the Perceived Organizational Support and the performance of ASN

### **RESEARCH METHOD**

This research was carried out through the measurement of the influence of LMX, the Perceived Organizational Support, on the performance of ASN with a mediation variable, namely organizational commitment. The research model is based on previous reference studies, including a study conducted by Khan et al. (2022) that found a significant relationship between LMX, organizational commitment, and employee task performance. This study found that organizational commitment mediates the relationship between LMX and employee task performance. In addition, research by Chu et al. (2023) suggests that organizational support can affect task performance through the mediation of organizational commitment and job satisfaction. In this study, the independent variables consisted of LMX and Perceived Organizational Support, with organizational commitment as a mediator and ASN performance as a dependent variable. The model of the relationship between these variables is described in the research model that has been prepared by the author.

This study involved the population of the State Civil Apparatus (ASN) at the Attorney General's Office of the Republic of Indonesia, which amounted to 3,157 employees, with samples taken using the purposive sampling method. The sample consists of ASNs who occupy structural positions up to echelon III, because they are more relevant for research related to working relationships with leaders. The sample size was calculated using the Krejcie & Morgan formula, which resulted in 343 respondents. The data collection technique was carried out through a questionnaire based on the Likert scale, with the aim of measuring the influence of variables in the study, namely Leader-Member Exchange (LMX), Perceived Organizational Support, and organizational commitment to ASN performance.

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The data analysis process uses Structural Equation Modeling (SEM), with the Partial Least Squares (PLS-SEM) approach to overcome constraints in small sample size and multicollinearity. The evaluation was carried out through the analysis of measurement models and structural models, by testing the validity of convergence, discrimination, reliability, and collinearity. The determination coefficient ( $R^2$ ) and size effect ( $f^2$ ) tests were used to measure the relationship between variables, while path analysis was carried out to test the research hypothesis using bootstrapping and path coefficient. The results of the test will be used to determine the significant influence between the variables studied.

## **RESULT AND DISCUSSION**

### **Pretest**

The pretest of this study was carried out by distributing a questionnaire to 50 employees of the Attorney General's Office of the Republic of Indonesia to test the feasibility and consistency of the instruments used. The purpose of the pretest is to ensure the clarity, relevance, and suitability of the instrument to the research objectives, as well as to identify potential problems such as ambiguity or bias in the question. This process also helps to correct indicators that do not meet statistical requirements, ensuring accurate and consistent data quality, which ultimately supports the reliability of research analysis results.

The validity and reliability tests were carried out using factor analysis with the IBM SPSS version 30 application. The results of the validity test showed that the Kaiser-Meyer-Olkin (KMO) value for all research variables was within an adequate range, and the factor charge for each indicator was above 0.5, indicating good validity of the instrument. The reliability test using Cronbach's Alpha showed a value of more than 0.7 for all variables, which means that the questionnaire is reliable. These results indicate that the instruments used in this study are valid and reliable, so they are ready to be used in the main study.

### **Descriptive Analysis**

#### ***Demographic Analysis***

After the implementation of the pretest and the researcher has confidence in the validity and reality of the questionnaire that will be used in this study, the distribution of the questionnaire is carried out online through social media applications whatsapp, instagram and x. This study involved 366 respondents who filled out and returned questionnaires distributed online through social media. Based on demographic data, the majority of respondents are male (54.52%), with the most age coming from the group under 31 years old (27.60%). Most of the respondents had the last education of Undergraduate/S1 (41.21%) and Postgraduate/S2-S3 (39.84%). In terms of groups, most of the respondents came from groups III/d–IV/b (40.71%), and functional positions dominated with 41.76%. In terms of working period, respondents with  $\geq 21$  years of work experience are the largest group (34.15%), followed by  $\leq 5$  years of work (26.23%). This demographic data shows that the research sample already includes a diversity of relevant characteristics and meets the adequacy criteria for further analysis.

### Variable Descriptive Analysis

Descriptive analysis is used to see an overview of the results of research findings related to the description of each research variable. Table 4.6 below explains that the average value of the LMX variable shows a value of 4.108. This value, when transformed in an interval scale, shows a value in the high category. Thus, from the data, it can be explained in general that respondents have agreed that LMX is needed in institutions. The highest average value of LMX7 items with a mean value of 4.20.

Table 4.6. Descriptive analysis of LMX Variables

	N	Range	Min	Max	Mean	Std. Deviation	Var
LMX7	366	3	2	5	4.20	.710	Above
LMX3	366	4	1	5	4.19	.689	Above
LMX1	366	3	2	5	4.17	.643	Above
LMX2	366	4	1	5	4.11	.746	Above
LMX4	366	4	1	5	4.07	.701	Below
LMX6	366	3	2	5	3.91	.748	Below
LMX5	366	4	1	5	3.91	.794	Below
Valid N (listwise)	366				4,108		

Source : Processed research data, 2025

The average value of the organizational support perception variable item obtained was 4.115 as shown in Table 4.7. This value, when transformed in an interval scale, shows a value in the high category. Thus, from the data, it can be explained in general that the employees of the Attorney General's Office of the Republic of Indonesia agree that the organization provides assistance to employees.

Table 4.7. Descriptive analysis of PDO variables

	N	Range	Min	Max	Mean	Std. Deviation	Var
PDO2	366	3	2	5	4.28	.748	.504
PDO3	366	3	2	5	4.17	.687	.475
PDO4	366	3	2	5	4.10	.695	.413
PDO1	366	3	2	5	4.08	.758	.557
PDO5	366	3	2	5	4.03	.767	.491
PDO6	366	4	1	5	3.95	.708	.559
Valid N (listwise)	366				4,115		

The data in Table 4.8 explains that the average value of the Organizational Commitment variable item shows a value of 4.04. This value, when transformed in the interval scale, shows the value in the agree category. Thus, from this data, it can be explained in general that the Organizational Commitment of the Attorney General's Office employees is relatively high.

Table 4.8. Descriptive analysis of Organizational Commitment Variables

	N	Range	Min	Max	Mean	Std. Deviation	Var
KOM1	366	3	2	5	4.31	.678	.460
KOM5	366	3	2	5	4.06	.625	.391
KOM6	366	4	1	5	4.04	.680	.462

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KOM2	366	4	1	5	4.04	.781	.610
KOM8	366	4	1	5	4.04	.671	.451
KOM7	366	4	1	5	3.96	.584	.341
KOM4	366	3	2	5	3.85	.657	.431
KOM3	366	4	1	5	3.70	.949	.900
Valid N (listwise)	366				4		

In the performance variable, the average score shows a value of 4.36. This value, when transformed in an interval scale, shows a value in the high category. The highest average value of KIN3 performance variable items with a mean value of 4.42.

### Model Evaluation on SEM-PLS

SEM-PLS is a statistical method consisting of a structural model and a measurement model. Thus, the evaluation of the SEM-PLS model also consists of two stages, namely (1) evaluation for estimation of the measurement model, and (2) evaluation of the structural model. The order of evaluation of this model must be considered because the resulting model from SEM-PLS must be ensured to measure what was previously assumed to be able to measure a latent variable before finally concluding that there is a relationship between latent variables (Trujillo, 2009).

The thing that needs to be considered in using SEM-PLS is the absence of a statistical criterion that is able to assess the overall quality of a model so that the researcher is not able to conduct statistical analysis of inferential statistics for model feasibility tests. As an alternative, non-parametric tests through resampling methods such as jackknifing or bootstrapping can be used to estimate the goodness of the resulting model.

### Measurement Model (Outer Model).

The outer model explains the relationship between latent variables and their indicators, and to ensure that these indicators measure the construct in question, it is necessary to test indicator reliability, construct reliability, convergent validity, and discriminant validity. This process begins with checking the reliability of the indicator using the factor loading value. In the first stage, some indicators are not yet eligible with a loading value below 0.7, such as the KOM3 indicator which has a loading of 0.555. This indicator is then eliminated to ensure all indicators meet the loading factor  $> 0.7$  at the next stage, as seen in Figure 4.2.

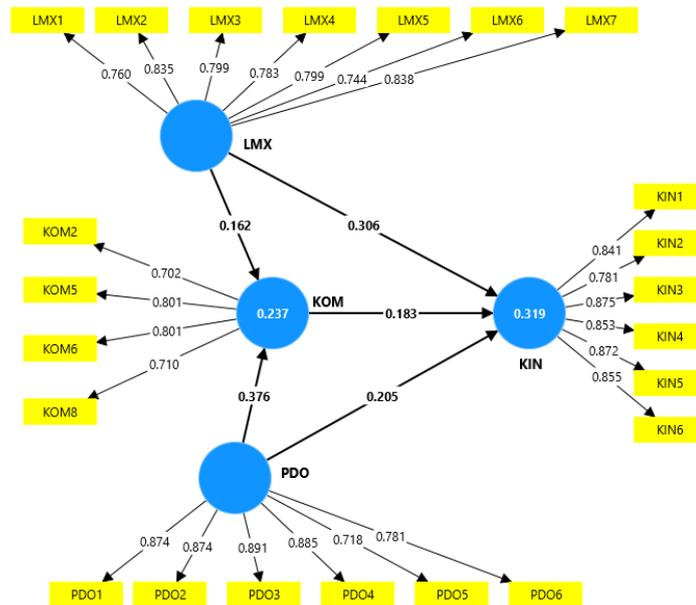


Figure 4.2. PLS algorithm of late-stage latent indicators and variables

Once the indicator is qualified for reliability, the next step is to check the construct reliability using three measures: Cronbach's alpha (CA), composite reliability (CR), and rho-A reliability coefficient. The accepted threshold for these three measures is above 0.6 but below 0.95, with the ideal value being between 0.8 and 0.9. The results of the analysis show that all factor loading values on the indicator are above 0.7, which indicates that the indicator reliability measure has been met. Furthermore, construct reliability is also checked to ensure the consistency and stability of the measurement.

This analysis process uses PLS software to analyze the relationship between indicators and latent variables in more depth, ensuring that all indicators used in this study meet the required standards. With the results showing that all indicators have appropriate loading and good construct reliability, the data used in this study can be considered valid and reliable for further analysis.

Table 4.12. Internal consistency reliability value (*construct reliability*)

Variable	Cronbach's Alpha	Composite Reliability (Rho_A)	Composite Reliability (Rho_C)
Performance	0,921	0,923	0,938
Organizational Commitment	0,750	0,754	0,841
Lmx	0,903	0,916	0,923
Perceived Organizational Support	0,915	0,919	0,934

Based on Table 4.12, it can be seen that all existing measures have met the recommended threshold values of 0.6 and below 0.95 so it can be concluded that

*the construct reliability* is adequate. With the results that have been obtained, the next test can be carried out, namely *convergent validity*.

The next evaluation is *convergent validity*. *Convergent validity* is a measure of the extent to which an operation is actually similar to another operation that should theoretically be similar. An *average variance extracted* (AVE) measure was used where a good AVE was above 0.5 (Bagozzi and Yi, 1998). Based on Table 4.13, it can be seen that all AVE values from the construct are above the threshold value of 0.5 so it can be concluded that *the convergent validity* has been met. With the results obtained, it can be concluded that there are no convergent validity problems in the tested model. Therefore, the next test can be carried out, namely *discriminant validity*.

Table 4.13 *Average Variance Extracted (AVE) Values*

Variable	Average variance extracted (AVE)
Performance	0,717
Organizational Commitment	0,570
LMX	0,631
Perceived Organizational Support	0,705

*The discriminant validity* of the construct items was examined using the criteria of Fornell-Larcker and the Heterotrait-Monotrait Ratio (HTMT) (Hair et al, 2021). The Fornell-Larcker criterion states that *discriminant validity* can be tested by comparing the square root value of AVE with the value of the correlation between constructs. Meanwhile, for HTMT, a good criterion is if the HTMT has a value of less than 0.9.

The results of the calculation of the Fornell-Larcker criterion are presented in Table 4.14, from the table it can be seen that there is a square root value of AVE (main diagonal) which is less than the correlation of each construct so that it can be said that there is a problem with *discriminant validity*.

Table 4.14. *Fornell-Larcker Criterion*

Variable	Performance	Commitment Organizational	Leader Member Exchange	Perception Backing Organizational
Performance	0,847			
Organizational Commitment	0,394	0,755		
Leader Member Exchange	0,492	0,376	0,795	
Perceived Organizational Support	0,466	0,468	0,570	0,840

From Table. 4.15 it can be seen that all HTMT values in each latent variable are less than 0.9 so there is no problem with *the discriminant validity*. From the results of the Fornell-Larcker and HTMT criteria, it can be said that there is no problem regarding *discriminant validity*.

Table 4.15. Heterotrait-Monotrait Ratio (HTMT) Value

Variable	Performance	Commitment Organizational	Leader Member Exchange	Perception Backing Organizational
Performance				
Organizational Commitment	0,457			
Leader Member Exchange	0,527	0,429		
Perceived Organizational Support	0,504	0,550	0,617	

The final step is to assess the collinearity of the indicator using *the variance inflation factor* (VIF). The higher the VIF value, the greater the level of collinearity. A VIF value of 5 or more indicates a collinearity problem. From Table 4.16. It can be seen that the VIF value is below 5 so that there is no problem of collinity

Table 4.16. VIF Value

Indicators	VIF	Indicators	VIF
KIN1	2,559	LMX3	2,058
KIN2	2,022	LMX4	2,342
KIN3	3,070	LMX5	2,561
KIN4	2,758	LMX6	1,955
KIN5	3,290	LMX7	2,304
KIN6	3,030	PDO1	3,370
KOM2	1,177	PDO2	2,803
KOM5	1,982	PDO3	3,857
KOM6	2,032	PDO4	3,429
KOM8	1,411	PDO5	1,624
LMX1	1,892	PDO6	1,948
LMX2	2,484		

**Evaluation of the Structural Model (Inner Model).**

After gaining confidence that there are no problems with the measurement model, the next step that needs to be taken is to evaluate the structural model. One of the evaluations of a structural model is to look at the strength of the independent variables of the entire model. The strength of the independent variable is examined by looking at the square value of the multiple correlation ( $R^2$ ) of the dependent variable.

Table 4.17. Endogenous Variable R2 Value

Variable	R-square	R-square adjusted
Performance	0,319	0,313
Organizational Commitment	0,237	0,233

From Table 4.17, it can be seen that the R2 value for the organizational commitment variable is 0.319, which means that the value indicates that the variation in organizational commitment can be explained by the LMX and PDO variables of 31.9%, while the rest is influenced by other variables that are not

included in the research model. The R2 value of 31.9 %, indicates moderate prediction accuracy (Chin, 1998).

Cohen (1998) stated that the influence of the exogenous latent variable  $f^2$  is small if the value is 0.02 to less than 0.15, moderate if the value is 0.15 to less than 0.35 and high if the value is 0.35 and above. An *effect size* value of less than 0.02 means no effect. From Table 4.18. It can be seen that the influence of the latent variables LMX and PDO on organizational commitment is small, while the influence on performance is small but close to moderate. The variable of organizational commitment has little influence on performance.

Table 4.18. F-Square value

Variable	Performance	Information	Commitment Organizational	Information
Commitment Organizational	0,037	Small Influence		
Leader Member Exchange	0,091	Moderate influence	0,037	Small Influence
Perception of Support Organizational	0,023	Small Influence	0,125	Small Influence

According to Ghazali (2008), the evaluation of the inner model can also be done by checking the value of *predictive relevance* ( $Q^2$ ).  $Q^2$  measures how well the observation values are generated by the model as well as the estimation of its parameters. A  $Q^2$  value of more than zero indicates that the model has a *predictive relevance* value, while a  $Q^2$  value of less than zero indicates that the model has less *predictive relevance*. The following is the  $Q^2$  value obtained from the processing results.

Table 4.19.  $Q^2$  Value

Variable	$Q^2$
Performance	0.162
Organizational Commitment	0.122

From Table 4.19, a value  $Q^2$  of 0.122 was obtained for the organizational commitment variable and 0.162 for the performance variable. The value of this variable is greater than zero so it can be said that the model obtained has *predictive relevance*. From the test  $R^2$ , it is  $Q^2$  seen that the model formed is robust so that hypothesis testing can be carried out.

### Hypothesis Testing.

In this study, 5 direct influence hypotheses will be tested. Table 4.20. The following provides the results of the relationships between constructs from the direct hypothesis in question. In making a decision whether the hypothesis is statistically significant or not, the *t-statistics value* will be compared with the value

of the t-table (1.96) and the *p-value* will be compared with *the alpha* value of 0.05. If *the p-value* is less than *alpha* 0.05 then the hypothesis is statistically significant.

Table 4.20. Path Coefficients of the model

Relationship	Original sample	Sample mean	Standard deviation	T statistics	P values	Decision
Leader Member Exchange -> Performance	0,306	0,308	0,057	5,363	0,000	significant
Perceived Organizational Support -> Performance	0,205	0,205	0,058	3,540	0,000	significant
Organizational Commitment -> Performance	0,183	0,185	0,058	3,158	0,001	significant
Leader Member Exchange -> Commitment	0,162	0,166	0,056	2,895	0,002	significant
Organizational Perception Organizational Support -> Organizational Commitment	0,376	0,377	0,056	6,758	0,000	significant

The results of data analysis in Table 4.20 show that Leader-Member Exchange (LMX) has a positive and significant influence on employee performance, with a path coefficient of 0.306, t-statistic 5.363, and p-value 0.000. It confirms that the quality of the relationship between superiors and subordinates within the framework of the LMX can improve employee performance through increased trust, support, and engagement in the organization, in line with the findings of previous research (Che et al., 2021; Khan et al., 2022; Latifoglu et al., 2023; Shemueli & Zaferson, 2021). In addition, Perceived Organizational Support (PDO) also had a positive effect on employee performance, with a path coefficient of 0.205, t-statistic 3.540, and p-value 0.000, which is in line with research showing that organizational support improves performance through higher loyalty and motivation (Chu et al., 2023; Tett & Burnett, 2003; Wang, 2022).

Organizational Commitment was proven to have a positive influence on employee performance with a path coefficient value of 0.183, t-statistic 3.158, and p-value 0.001, which supports the hypothesis that organizational commitment encourages employees to work better and increase productivity (Lee et al., 2022; Vuong, Tusar & Hossain, 2021; Casimir, Ng & Oii, 2014). In addition, LMX also affects organizational commitment, with a path coefficient of 0.162, t-statistic 2.895, and p-value 0.002. This suggests that good interpersonal relationships between leaders and subordinates strengthen employees' emotional attachment and

increase their commitment to the organization, as found in previous research (Ibort et al., 2020; Casimir, Ng & Oii, 2014).

Finally, the Perceived Organizational Support (PDO) has a positive effect on organizational commitment with a path coefficient of 0.376, t-statistic 6.758, and p-value 0.000, which shows that the support felt by employees increases their commitment to the organization. Among the variables that affect performance, LMX has the largest influence with a coefficient of 0.306, higher compared to PDO which has a coefficient of 0.205. These findings highlight the importance of the quality of leader-subordinate relationships and organizational support in improving employee performance and commitment.

For variables that affect performance variables, the LMX variable has the greatest influence with a coefficient of 0.306 compared to the organizational support perception variable with a coefficient value of 0.205.

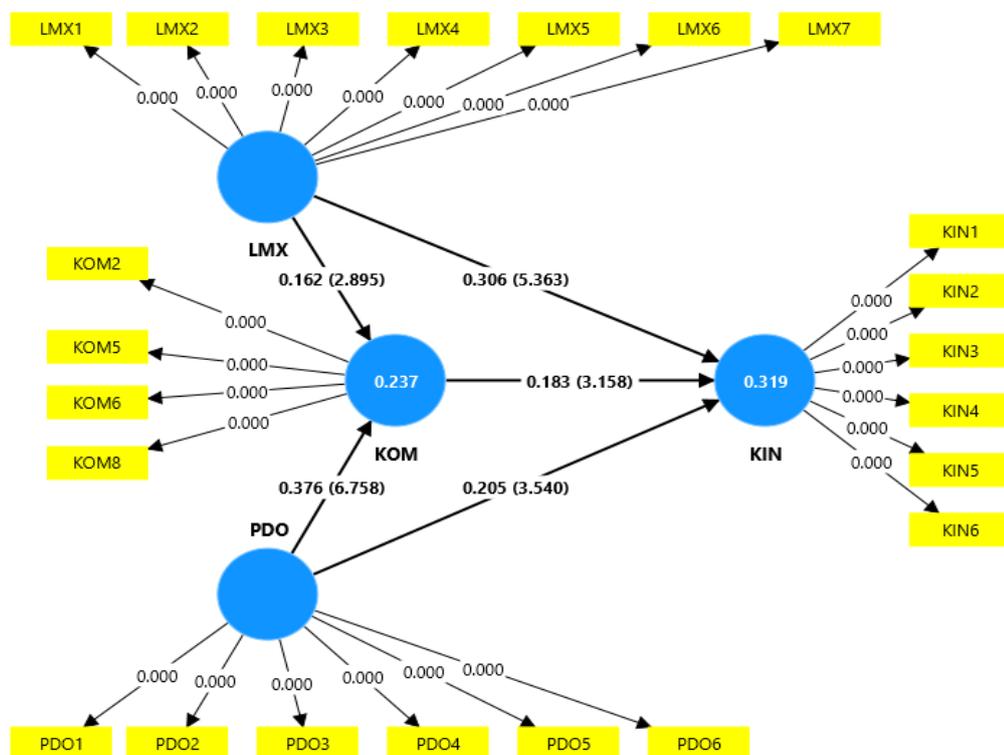


Figure 4.3 Hypothesis Test

### Mediation Test

The mediation test was used to test Hypotheses 6 and 7, which explain the role of mediation variables in the relationship between causal and outcome variables. The results of the analysis show that organizational commitment acts as a mediator in the relationship between the Leader-Member Exchange (LMX) and employee performance. With a path coefficient of 0.030, t-statistic 1.973, and p-value 0.024, Hypothesis 6 is accepted, which indicates that a good relationship between leaders and subordinates not only affects performance directly, but also

increases organizational commitment which ultimately improves employee performance. These findings are in line with the research of Khan et al. (2022), which showed that high-quality LMXs increase employee loyalty and strengthen their commitment to the organization.

Furthermore, the results of the mediation test for Hypothesis 7 show that organizational commitment also mediates the relationship between the Perceived Organizational Support and employee performance. With a path coefficient of 0.069, t-statistic of 2.910, and p-value of 0.002, Hypothesis 7 is accepted. These findings confirm that the support employees feel from the organization increases their commitment to the organization, which in turn improves their performance. These results support Wang's (2022) research, which found that the perception of strong organizational support increases employees' affective commitment, which in turn contributes to their improved performance.

Table 4.21 Path Coefficients Mediation Test

Relationship	Original sample (O)	Sample mean (M)	Standard deviation	T statistics	P values	Decision
Leader Member Exchange -> Organizational Commitment -> Performance	0,030	0,031	0,015	1,973	0,024	Significant
Perceived Organizational Support -> Organizational Commitment -> Performance	0,069	0,069	0,024	2,910	0,002	Significant

### Overall Analysis

The results of the data analysis in this study show that *Leader-Member Exchange (LMX)*, *Perceived Organizational Support*, and *organizational commitment* have a significant influence on employee performance. The results of the hypothesis test confirm that the quality relationship between leaders and subordinates (*LMX*) and the perception of employees towards organizational support directly improves performance, with a *p-value* of 0.000 each, which indicates a very significant relationship. In addition, the results of the analysis also show that *organizational commitment* plays an important role in improving employee performance, with a regression coefficient of 0.183 (*p-value* = 0.001, t value = 3.158), indicating that the higher the level of employee engagement with the organization, the better the performance produced.

Furthermore, the analysis shows that *organizational commitment* plays a mediator role in the relationship between *the Perceived Organizational Support* and employee performance (*p-value* = 0.002, t-value = 2.910 significant) and the relationship between LMX and performance (*p-value* = 0.024, t-value = 1.973 significant). Organizational commitment has a partial mediating effect on the influence of lmx and the Perceived Organizational Support on performance. The strength of the relationship is as depicted in Figure 4.4 Path Coefficient Results.

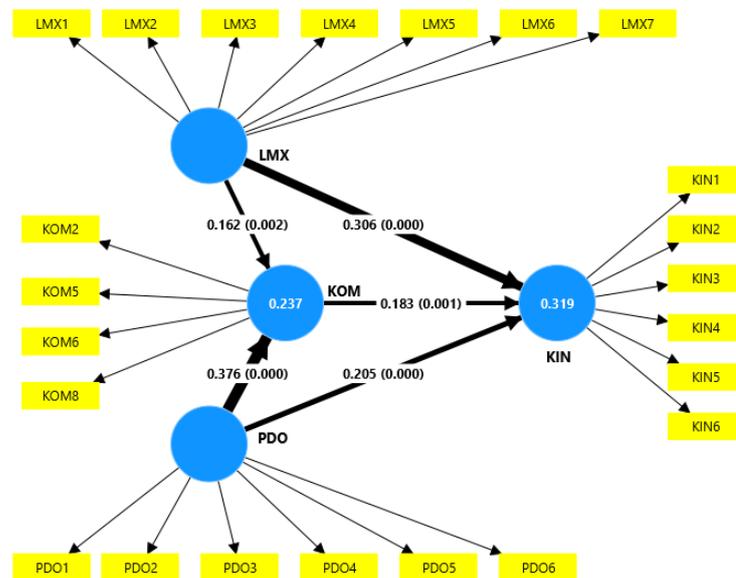


Figure 4.4 Path Coefficient

The performance of the State Civil Apparatus (ASN) is greatly influenced by interpersonal relationships in the workplace, one of which is the Leader-Member Exchange (LMX), which reflects the quality of the relationship between leaders and subordinates. The results show that LMX has a positive influence on employee performance, with good relationships between leaders and subordinates increasing organizational commitment, which in turn improves employee performance. These findings underscore the importance of leaders in creating a conducive work environment, where effective communication, support, and appreciation of employee contributions can increase motivation and productivity. Practical implications for the Attorney General's Office include improved communication between leaders and subordinates, as well as providing individual support through mentoring and coaching to build loyalty to the organization.

In addition, the Perceived Organizational Support also plays an important role in improving employee performance. When employees feel valued and supported by the organization, they will be more likely to improve their performance. These findings support the Social Exchange Theory, which states that organizational support increases employee loyalty and motivation. Organizational commitment acts as a mediator in the relationship between the Perceived Organizational Support, LMX, and employee performance. Therefore, to improve performance, organizations need to create a work environment that supports employee well-being, provides fair rewards, and ensures a work-life balance. Better welfare policies and rewards for employee contributions can lead to improved performance.

Organizational commitment, which reflects the level of employee engagement with the organization, has also been shown to improve individual performance. The higher the employee's commitment, the more likely they are to show better performance. The practical implications of these findings for the

Attorney General's Office include the development of an organizational culture that strengthens employees' emotional attachment, provides career development opportunities, and creates a transparent reward system. In addition, flexible work-life balance policies, such as remote work arrangements or adequate leave, are also important to increase employee commitment and support optimal performance.

## CONCLUSION

The results of this study show that Leader-Member Exchange (LMX), Perceived Organizational Support (PDO), and organizational commitment have a significant influence on the performance of the State Civil Apparatus (ASN) in the Attorney General's Office of the Republic of Indonesia. The quality of the relationship between leaders and subordinates (LMX) contributes positively to employee performance, with organizational support that increases motivation and productivity. Organizational commitment also acts as a mediator, reinforcing the relationship between LMX, PDO, and employee performance. These findings are in line with existing theories, such as LMX theory and organizational support theory, which reveal that trust- and reward-based relationships between leaders and subordinates can improve individual loyalty and performance.

Based on the results of the research, some suggestions for the leadership of the Attorney General's Office of the Republic of Indonesia include strengthening the relationship between leaders and subordinates through improving the quality of LMX, increasing the Perceived Organizational Support, and strengthening organizational commitment to increase employee loyalty. In addition, competency and career-based HR development programs, as well as the optimization of feedback-based performance evaluations, can help improve employee performance. This study has limitations in terms of generalization of results, measurement of LMX and PDO variables based on self-report, and cross-sectional methods that are limited to one time period. Further research is suggested to expand the research object, integrate moderation variables, use longitudinal design, and explore the impact of technology and organizational culture in improving ASN performance in the public sector.

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