

The Effect of Perceived Organizational Support and Work Motivation on the Performance of Indonesian Army (TNI AD) Regular Personnel at Denma Pusdikarmed in Cimahi City

Dian Nofiana^{1*}, Khaerul Rizal Abdurahman²

Faculty of Economics and Business, Jenderal Achmad Yani University

Corresponding Author: Dian Nofiana, diannofiana123@gmail.com

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ABSTRACT

Personnel performance is a critical factor in supporting an organization's success. This applies to the environment at Denma PusdikArmed in Cimahi, which requires work effectiveness and productivity through personnel performance. Findings indicate that the performance of Indonesian Army (TNI AD) organic personnel in carrying out their duties has been satisfactory but still has room for improvement to achieve optimal results, supported by perceived organizational support. This study aims to examine the influence of perceived organizational support and work motivation on the performance of organic Indonesian Army (TNI AD) personnel at Denma PusdikArmed in Cimahi. The research employed a quantitative method with a descriptive and associative approach, utilizing questionnaires, interviews, and documentation from 35 respondents. The results show that, both individually and collectively, perceived organizational support and work motivation have a positive effect on performance. This indicates that the stronger the personnel's belief in the organization's support for improving their well-being and the higher their work motivation, the better their performance will be.

INTRODUCTION

Employee performance is a key factor in determining the success of an organization. The success of an organization in achieving its goals is not only influenced by its systems and resources, but also depends on the ability of individuals to perform their tasks and responsibilities. Optimal performance reflects the ability of personnel to produce work based on quality, quantity, discipline, and accountability in accordance with organizational standards. In the context of human resource management, performance improvement is a key focus because it is directly linked to organizational effectiveness and productivity.

Within a military organizational environment specifically at Denma PusdikArmed in Cimahi the performance of organic personnel plays a strategic role in ensuring the smooth execution of the organization's tasks and functions. As a support unit, Denma PusdikArmed is responsible for ensuring that administrative activities, internal services, and organizational operations run smoothly. Therefore, organic personnel are required to possess the necessary skills, discipline, professionalism, and a high sense of responsibility to meet job demands and support the achievement of organizational goals.

According to Rivai and Sagala (2013:67), performance is the result of work achieved by an individual based on the quality and quantity of work performed in accordance with the assigned duties and responsibilities. In line with this view, performance can be understood as a measure of an individual's level of success in carrying out their work and their contribution to the achievement of organizational goals. Thus, organizations need to consider various factors that can support improvements in personnel performance so that task execution can proceed optimally.

This is necessary because conditions at the Denma PusdikArmed in Cimahi indicate that the performance of the Indonesian Army's (TNI AD) organic personnel has been carried out well but still has room for further improvement so that the actual performance produced by personnel aligns with the performance expected by the agency. This is evident from the gap between the expected criteria and the criteria met by personnel in carrying out their duties and responsibilities. This is an issue that requires attention from Denma PusdikArmed; based on the results of an interview with the Dantonobs of Pokko Tonobs Raidemlat Roket Demdemlat, the expected criteria for personnel performance are, at a minimum, at the "high" level.

However, based on the performance data collected by the author, it appears that there are still some permanent staff members whose performance falls within the "adequate" category. This situation indicates that the personnel's performance has not yet fully met the agency's expectations. The disparity in performance levels among personnel suggests that certain factors need to be addressed in efforts to improve the performance of the permanent staff at Denma PusdikArmed in Cimahi. If this situation is not addressed promptly, it could impact the effectiveness of task execution, work productivity, and the achievement of the agency's objectives.

One of the factors believed to affect performance is the support from the organization that is felt. Support from the organization refers to employees' belief in how much the company supports them, appreciates their work, and cares about their well-being Rhoades and Eisenberger (2002:678). They also explained that the support from the organization helps build a reciprocal norm: employees who feel psychologically, emotionally, and materially supported by the company feel indebted, so they respond with greater dedication and higher performance. Support from the organization shows how much an individual feels that the organization recognizes their contributions and cares about their well-being. Organizational support can take various forms, such as providing training, coaching, supervision, feedback, and facilities that support job performance. When personnel feel they receive support from the organization, a positive perception is formed that can increase engagement and motivation to deliver their best performance.

The phenomenon of perceived organizational support within the Denma PusdikArmed in Cimahi indicates that the organizational support perceived by regular personnel is still not fully optimal. Based on interview results, it was found that training implementation remains limited, uneven, and not conducted on a continuous basis; consequently, not all personnel have equal opportunities to develop their skills. These conditions can affect personnel readiness and competence in performing their duties, potentially impacting overall performance.

Other than the support from the organization that is felt, another factor related to performance is work motivation. Work motivation is an internal or external force that affects a person's enthusiasm, direction, and persistence in achieving work goals. Employees with high job motivation are more likely to show greater responsibility, initiative, and effort in completing their tasks compared to those with lower job motivation.

The phenomenon of work motivation among the regular personnel of Denma PusdikArmed in Cimahi indicates that there are still personnel who perform their duties merely as a routine without showing initiative or a drive to improve the quality of their work. Some personnel still exhibit monotonous work patterns and are not yet fully motivated to develop their skills or utilize technology to support the completion of their tasks. This situation indicates that the aspect of work motivation requires attention, as it can influence personnel performance.

Based on this phenomenon, and supported by theoretical concepts and prior research showing that perceived organizational support and work motivation are related to performance improvement, these two variables are important factors for further study. Perceived organizational support provides a sense of being valued and cared for by the organization, while work motivation serves as a driving force for personnel to increase their efforts in completing their tasks. Therefore, this study was conducted with the objective of examining perceived organizational support, work motivation, and performance, as well as determining the influence of perceived organizational support and work

motivation on the performance of Indonesian Army (TNI AD) organic personnel at Denma PusdikArmed in Cimahi, both partially and simultaneously.

LITERATURE REVIEW

Perceived Organizational Support

Support from the organization, or perceived organizational support (POS), is defined by **Rhoades & Eisenberger (2002:678)** as the employees' perception of how much the organization values their contributions and cares about their well-being. This theory explains that when a person feels supported by an organization, a moral obligation arises to repay that support in some way. Organizational support can be manifested through recognition of performance, concern for members' well-being, fairness in treatment, and opportunities to develop work skills. The sub-variables of POS are: (1) fairness, (2) supervisor support, and (3) recognition and working conditions.

Studies show that when employees feel their organization supports them, it helps improve their work performance. Jasmiati and others in 2024 discovered that when civil servants feel their organization supports them, it makes them more motivated and improves their work performance.

H1: Perceived organizational support has a positive effect on the performance of regular personnel of the Indonesian Army (TNI AD) at Denma PusdikArmed in Cimahi City.

Work Motivation

Work motivation is the drive that makes a person willing to use their abilities, skills, energy, and time to carry out their tasks in order to achieve the organization's goals. According to **Hasibuan (2019)**, work motivation is the drive that encourages a person to feel enthusiastic and willing to work effectively and efficiently in order to achieve the organization's goals. The sub-variables of work motivation are (1) the work itself, (2) success, (3) recognition, (4) responsibility, and (5) self-development.

Motivation theory explains that highly motivated individuals will strive to perform at their best because they are driven by needs, expectations, or goals they wish to achieve. Conversely, low motivation can lead to a decline in work enthusiasm, sense of responsibility, and productivity.

A study conducted by Rafsanjani and Abdurahman in 2024 found that work motivation is a key factor that can improve employee performance. The more motivated an employee is, the better their performance becomes. Work motivation pushes people to work harder, improves their discipline, makes them responsible for their tasks, and helps them strive to achieve the best possible results.

H2: Work motivation has a positive effect on the performance of Indonesian Army (TNI AD) organic personnel at Denma PusdikArmed in Cimahi.

Performance

Performance refers to the results someone achieves when carrying out their tasks according to the responsibilities given to them. According to

Mangkunegara (2017:67), performance refers to the quality and amount of work results achieved by an employee in carrying out their tasks in accordance with the responsibilities given to them. Performance serves as a key indicator for evaluating the success of an organization because it reflects the level of effectiveness and efficiency in carrying out tasks. The sub-variables of performance are (1) work quality, (2) work quantity, (3) discipline, (4) responsibility, and (5) cooperation.

Employee performance can be influenced by many factors, including their perception of organizational support and work motivation. Good organizational support makes employees feel valued and helps them stay committed to the organization, while work motivation encourages them to perform their tasks to the best of their ability. Therefore, these two variables are expected to contribute to improving employee performance.

Astagini and colleagues (2022) found that the support felt from the organization can improve performance by increasing affective commitment and work engagement. In addition, research by Kusuma & Abdurrahman (2026) shows that work motivation is one of the main factors that affects employee performance levels.

H3: Perceived organizational support and work motivation simultaneously have a positive effect on the performance of Indonesian Army (TNI AD) personnel at the Denma PusdikArmed in Cimahi.

Conceptual Framework

This study was conducted to identify and analyze the effects of perceived organizational support and work motivation on the performance of Indonesian Army (TNI AD) personnel at the Denma PusdikArmed in Cimahi. The following research paradigm illustrates how perceived organizational support and work motivation influence the performance of Indonesian Army (TNI AD) personnel at the Denma PusdikArmed in Cimahi:

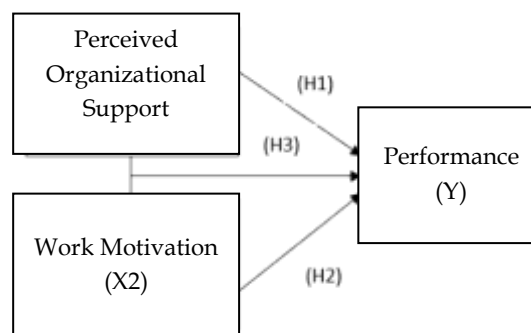


Figure 1. Research Paradigm: The Influence of Perceived Organizational Support and Work Motivation on the Performance of Indonesian Army (TNI AD) Regular Personnel at the Denma Pusdikarmed in Cimahi.

The conceptual framework explains that perceived organizational support and work motivation are hypothesized to influence the performance of Indonesian Army (TNI AD) personnel at Denma PusdikArmed in Cimahi, both

partially and simultaneously. Based on this conceptual framework, this study was conducted to examine the relationships and influences among the variables, thereby providing empirical evidence regarding the factors that influence personnel performance within a military institutional setting.

METHODOLOGY

In this study, a quantitative method was used. According to Sugiyono (2023:16), a quantitative method is a research approach based on the philosophy of positivism and used to analyze a specific population or sample. Data collection was conducted using carefully designed research tools, and the data were subsequently analyzed using quantitative statistical methods. The primary objective was to test a predefined hypothesis.

In this study, there are three variables: two independent variables perceived organizational support (X1) and work motivation (X2) and one dependent variable organic personnel performance (Y). The sub-variables, indicators, and measurement scales are presented in the following table:

Table 1. Variable Research

Variable	Definition	Sub Variable
Perceived Organizational Support	Employees' perceptions of the extent to which the organization values their efforts and cares about their well-being.	1. Fairness 2. Support from Superiors 3. Recognition and Working Conditions
Work Motivation	The provision of motivation that inspires individuals to work effectively and efficiently toward achieving the organization's goals.	1. The Work Itself Is Success 2. Recognition 3. Pengakuan 4. Responsibility 5. Personal Growth
Performance	The quality and quantity of work performed by an employee in carrying out their duties in accordance with their assigned responsibilities.	1. Work Quality 2. Work Quantity 3. Discipline 4. Responsibility 5. Teamwork

The characteristics of the population to be surveyed regarding perceived organizational support (X1), work motivation (X2), and performance (Y) in this study are as follows:

1. The variables perceived organizational support (X1) and work motivation (X2) were studied among the regular personnel of the Indonesian Army (TNI AD) at the Headquarters Detachment (Denma) of the PusdikArmed in Cimahi City who have been employed for more than 1 year, totaling 35 individuals.
2. The performance (Y) variable in this study consists of the immediate supervisor who has the authority to evaluate the work performance of

regular personnel, namely the Headquarters Detachment (Denma) Commander, who is 1 person.

Because the population size was not very large, everyone in the group became a research participant, bringing the total number of participants to 36.

Data analysis was conducted using quantitative descriptive analysis and associative analysis, with the aid of Statistical Package for Social Sciences (SPSS) version 27.0. Before testing the hypotheses, the research instruments were tested for validity and reliability, while the regression model was tested against classical assumptions, namely normality, multicollinearity, and heteroscedasticity. Hypothesis testing was conducted using the t-test to determine the effect of each variable, the F-test to determine the combined effect, and the coefficient of determination (R^2) to measure the extent to which perceived organizational support and work motivation contribute to the performance of Indonesian National Army (TNI AD) personnel at Denma PusdikArmed in Cimahi.

RESEARCH RESULT

Validity dan Reability

To determine respondents' perceptions regarding the variables of perceived organizational support, work motivation, and performance, the researchers distributed questionnaires to all respondents. After collecting the questionnaire data, the researchers conducted a validation and reliability test on the research instrument. To ensure validity and reliability, the researchers used SPSS 27.0 for data analysis.

Table 2. Validity Test

Variable	R _{count}	R _{table}	Description
Perceived Organizational Support			
X1.1	0,740	0,334	Valid
X1.2	0,760		Valid
X1.3	0,713		Valid
X1.4	0,662		Valid
X1.5	0,654		Valid
X1.6	0,754		Valid
X1.7	0,663		Valid
Wok Motivation			
X2.1	0,666	0,334	Valid
X2.2	0,657		Valid
X2.3	0,656		Valid
X2.4	0,568		Valid
X2.5	0,688		Valid
X2.6	0,627		Valid
X2.7	0,644		Valid
X2.8	0,643		Valid
X2.9	0,725		Valid
X2.10	0,570		Valid
Performance			
Y1	0,427	0,34	Valid

Y2	0,454	Valid
Y3	0,575	Valid
Y4	0,533	Valid
Y5	0,523	Valid
Y6	0,574	Valid
Y7	0,548	Valid
Y8	0,487	Valid
Y9	0,707	Valid
Y10	0,416	Valid

All statements in the questionnaire are valid, according to the validity test findings (Table 2), because the estimated *r* value is higher than the table *r* value of 0.334. These results indicate that the research instrument can reliably measure the variables under study.

Table 3. Reability Test

Variable	Cronhbach's Alpha	N Of Items	Decsription
POS	0,814	7	Reliable
Motivasi Kerja	0,815	10	Reliable
Kinerja	0,638	10	Reliable

Table 3 also shows the results of the reliability test using Cronbach's alpha, which is greater than 0.70. This means that the questionnaire is consistently reliable for collecting research data.

Once the questionnaire was deemed valid and reliable, a descriptive analysis could be conducted on perceived organizational support, work motivation, and the performance of Indonesian Army (TNI AD) personnel at Denma Kota Cimahi, as shown in the following table:

Table 4. Average Total Scores for Statements on the Variable "Perceived Organizational Support"

Sub Variable	Total Average	Criteria
Fairness	3,78	Strong
Support from Superiors	3,86	Strong
Recognition and Working Conditions	3,80	Strong
Total Average = $3,78 + 3,86 + 3,80 / 3 = 3,81$		
CRITERIA = STRONG		

Based on Table 4, it is evident that perceived organizational support received an average score of 3.81 and falls into the "strong" category. The highest average score was obtained for the sub-variable of supervisor support at 3.86, while the lowest score was for the sub-variable of fairness at 3.78. This indicates that regular personnel of the Indonesian Army (TNI AD) at Denma PusdikArmed in Cimahi have a positive perception of the organizational support provided. However, the aspect of fairness still needs improvement, particularly

regarding the equitable distribution of opportunities for competency development through training. Meanwhile, support from superiors is well-received through the provision of guidance and attention in the performance of personnel duties and responsibilities.

Table 5. Average Total Scores for Statements on Work Motivation

Sub Variable	Total Average	Criteria
The Job Itself	3,75	Tall
Success	3,73	Tall
Recognition	3,86	Tall
Responsibility	3,86	Tall
Personal Development	3,77	Tall
Total Average = $3,75 + 3,73 + 3,86 + 3,86 + 3,77 / 5 = 3,79$		
CRITERIA : STRONG		

Based on Table 5, it is evident that work motivation received an average score of 3.79 and falls into the “high” category. The highest average score was obtained for the sub-variables of recognition and responsibility at 3.86, while the lowest score was for the sub-variable of success at 3.73. This indicates that the Indonesian Army’s (TNI AD) regular personnel at Denma PusdikArmed in Cimahi have high work motivation. However, the aspect of success still needs to be improved by encouraging the achievement of accomplishments, increasing initiative so that personnel can provide added value or make extra efforts in performing their work, and fostering innovation in the execution of their duties. Meanwhile, the high scores for recognition and responsibility indicate that personnel feel appreciated for their contributions and have a sense of responsibility in carrying out their duties.

Table 6. Average Total Scores for Statements on Personnel Performance

Sub Variable	Total Average	Criteria
Work Quality	3,82	Good
Work Quantity	3,79	Good
Discipline	3,71	Good
Responsibility	3,89	Good
Teamwork	3,75	Good
Total Average = $3,82 + 3,79 + 3,71 + 3,89 + 3,75 / 5 = 3,79$		
CRITERIA = GOOD		

Based on Table 6, the performance variable received an average score of 3.79 and falls into the “good” category. The highest score was recorded for the sub-variable of responsibility at 3.89, while the lowest score was for discipline at 3.71. This indicates that the Indonesian Army’s (TNI AD) regular personnel at

Denma PusdikArmed in Cimahi City demonstrate good performance in carrying out their duties. However, the Indonesian Army's organic personnel still have room to continue improving in terms of both quality and quantity so that their actual performance aligns with expected performance levels, thereby helping the agency achieve its objectives.

Classical Assumption Test

Next, to determine the influence of perceived organizational support and work motivation on the job performance of Indonesian National Army (TNI AD) personnel at Denma PusdikArmed in Cimahi, a multiple linear regression analysis was conducted. This analysis aims to identify relationships among the variables and derive a regression equation that meets the Best Linear Unbiased Estimator (BLUE) criteria in accordance with the classical assumptions of the Ordinary Least Squares (OLS) method. To ensure the regression model accurately represents the relationships, its classical assumptions must be tested. Therefore, this study conducted several tests of the classical assumptions, such as the normality test, the multicollinearity test, and the heteroscedasticity test. Based on the results of the classical assumption tests, the regression model meets the requirements for analysis. The normality test indicates that the residuals follow a normal distribution, as all significance values are greater than 0.05. The multicollinearity test indicates that multicollinearity is not present, as the VIF value of 1.043 is less than 10 and the tolerance value of 0.959 is greater than 0.10. The heteroscedasticity test indicates that heteroscedasticity does not occur because the significance values for all variables are greater than 0.05.

Table 7. Mutiple Linear Regression Test

Variable	Unstandardized Coefficients
	β
POS	13,365
Work Motivation	0,418
Performance	0,355

The multiple regression equation is provided by the research results in the table:

$$Y = 13,365 + 0,418 X_1 + 0,355 X_2$$

The multiple linear regression equation can be interpreted as follows:

- The regression coefficient for the perceived organizational support variable indicates a positive partial relationship with a value of 0.418, meaning that the higher the perceived organizational support, the better the performance of permanent employees.
- The regression coefficient for the work motivation variable indicates a positive partial relationship with a value of 0.355, meaning that an increase in work motivation will lead to an improvement in the performance of permanent employees.

Table 8. Coeffisient Of Determination

Model Summary^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.743 ^a	.551	.523	2.247
a. Predictors: (Constant), Total_X2, Total_X1				
b. Dependent Variable: Total_Y				

Based on these calculations, it was found that the coefficient of determination (R-squared) was 0.551, which corresponds to 55.1%. This indicates that the variables of perceived organizational support and work motivation account for 55.1% of the variation in permanent staff performance, suggesting a fairly significant influence. The remaining 44.9% is influenced by other factors not examined in this study.

Partial Test (t-test)

In the partial analysis, a t-test was conducted using SPSS version 27 to examine the relationship between perceived organizational support (X1) and work motivation (X2) on performance (Y). A decision was made by comparing the calculated t-value with the critical t-value to determine whether the hypothesis should be accepted or rejected. The critical t-value obtained was 1.694 at a significance level of 0.05.

Therefore, the degrees of freedom (df) used were $35 - 3 = 32$, so the t-table value used was 1.694. The calculation results are as follows:

Table 9. Partical Test Results

Variable	t_{value}	t_{table}	Sig.	Prob.	Decsription
POS	3,738	1,694	0,000	0,05	Influential
Work Motivation	4,168	1,694	0,000	0,05	Influential

Based on the results of the partial tests, the variable “perceived organizational support” had a t-value of 3.738, which is greater than the critical t-value of 1.694, with a significance level of 0.000—less than 0.05. This indicates that the perceived organizational support experienced by permanent employees has a positive impact on their performance, thereby confirming the proposed hypothesis. This means that the stronger the perceived organizational support felt by staff, the better their performance. The perceived organizational support in question includes the agency’s attention to personnel well-being, recognition of contributions made, concern for personnel needs, and the agency’s willingness to provide assistance when personnel face obstacles in carrying out their duties. These conditions will encourage personnel to work more effectively, enhancing their sense of responsibility, discipline, and commitment to achieving the agency’s goals. This is consistent with Mursidta’s (2017) research, which found that the stronger the perceived organizational support, the better the resulting performance. In other words, the higher employees’ perception of the support provided by the organization, the greater their motivation to work to their full potential, leading to improved performance. Perceived organizational support—

such as concern for well-being, recognition of contributions, and assistance in completing tasks—can enhance employees' commitment and motivation to deliver their best work.

In addition, the work motivation variable yielded a t-value of 4.168, which is higher than the critical t-value of 1.694, with a significance level of 0.000 – less than 0.05. This indicates that work motivation influences the performance of permanent employees, thereby supporting the hypothesis. In other words, the higher an employee's work motivation, the better their work performance. If work motivation decreases, employees' work performance typically declines as well. This demonstrates that work motivation is a key factor driving employees to work hard and achieve the best possible results in carrying out the tasks and responsibilities assigned by their organizations. This aligns with the research by Lesmana and Abdurahman (2024), which shows that the higher a person's work motivation, the better their work performance. Simply put, work motivation is one of the factors that helps improve an individual's work performance. People with high work motivation are typically more enthusiastic, committed, and diligent in carrying out their tasks, thereby producing better work.

Simultaneous Test (f-Test)

The purpose of this study is to understand the combined impact of organizational support as perceived by permanent personnel of the Indonesian National Army's Army Branch (TNI AD) and their work motivation on performance at Denma PusdikArmed in Cimahi.

Table 10. Simultaneous Test Results

Variable	F _{value}	F _{table}	Sig	Prob	Decsription
Perceived Organizational Support And Work Motivation And Their Impact On Performance	19,660	3,295	0,000	0,05	Influential

Based on the results of the analysis using SPSS version 27, the calculated F-value was approximately $19.660 > (\text{table F-value}) 3.295$, and the significance level was approximately $0.000 < 0.05$. This indicates that the proposal to reject H_0 and accept H_a is justified. Thus, it can be concluded that the organizational support system and work motivation jointly influence the productivity of employees at Denma PusdikArmed in Cimahi, Indonesian National Army (TNI AD).

DISCUSSION

The research results show that perceived organizational support and work motivation influence the performance of Indonesian Army (TNI AD) personnel at the Denma PusdikArmed in Cimahi. These findings indicate that organizational support and internal motivation are important factors in achieving optimal performance. These results reinforce the understanding in human resource management studies that individual performance is influenced

not only by the ability to carry out tasks but also by how the organization provides support and how motivated individuals are in their work.

The results of the quantitative descriptive analysis show that perceptions of organizational support fall into the “strong” category, indicating that employees feel cared for, valued, and supported by the organization in their work. These findings suggest that the organization has successfully created a supportive work environment where employees feel cared for and valued. Positive perceptions of organizational support can enhance employee commitment and encourage them to perform their jobs better.

On the other hand, the dimension of supervisor support received the highest score. This indicates that the support provided by supervisors through guidance, attention, and assistance in completing work has been effective. These findings suggest that the relationship between supervisors and staff is one of the factors that can strengthen the perception of organizational support and drive improved performance.

The respondents’ responses indicate that work motivation falls into the high category. The dimensions of recognition and responsibility received the highest scores, indicating that staff members have a sense of responsibility and feel valued in carrying out their duties. These findings suggest that recognition of work results and the assignment of responsibilities can encourage staff to work more diligently, increase their commitment to the organization, and strive to deliver optimal performance in carrying out their duties and responsibilities.

Next, regarding the performance variable, the research results show that personnel performance falls into the “good” category. The work quality dimension received the highest score, indicating that personnel are capable of producing work that meets agency standards. These findings suggest that personnel have been able to perform their duties effectively and produce work that meets the quality standards set by the organization. This reflects that personnel possess the necessary competence, attention to detail, and a strong sense of responsibility in carrying out their duties, thereby contributing positively to the achievement of the organization’s goals.

The results of the hypothesis testing indicate that perceived organizational support has a positive effect on staff performance; this finding suggests that staff performance is proportional to the level of support provided by the organization. In addition, it was found that work motivation also has a positive effect on staff performance, indicating that intrinsic motivation plays a role in improving work outcomes.

The performance of Indonesian National Army (TNI AD) personnel at the Denma PusdikArmed Cimahi is significantly influenced by organizational support and work motivation. The results indicate that improved performance stems from a combination of the organizational support received by employees and their motivation to complete tasks. Therefore, this study supports previous research highlighting the importance of both institutional and individual factors in enhancing human resource performance.

CONCLUSIONS

Based on the results of the research and discussion regarding the influence of perceived organizational support and work motivation on the performance of Indonesian Army (TNI AD) regular personnel at the Denma PusdikArmed in Cimahi, it can be concluded that:

1. Perceived organizational support among Indonesian Army (TNI AD) regular personnel at the Denma PusdikArmed in Cimahi falls within the “strong” category. This indicates that personnel feel they receive good organizational support, although the aspect of organizational fairness remains an area requiring attention.
2. Work motivation among Indonesian Army (TNI AD) regular personnel at the Denma PusdikArmed in Cimahi falls within the “high” category. This indicates that the personnel possess strong work motivation in carrying out their duties and responsibilities.
3. The performance of Indonesian Army (TNI AD) regular personnel at Denma PusdikArmed in Cimahi falls within the “good” category. This indicates that the personnel are capable of producing high-quality work, although the aspect of discipline still requires attention.
4. The effects of perceived organizational support and work motivation on the performance of Indonesian Army (TNI AD) regular personnel at the Denma PusdikArmed in Cimahi, both partially and simultaneously, are as follows:
 - a. Perceived organizational support has a positive effect on the performance of Indonesian Army (TNI AD) regular personnel at the Denma PusdikArmed in Cimahi.
 - b. Job motivation has a positive effect on the performance of Indonesian Army (TNI AD) personnel at Denma PusdikArmed in Cimahi.
 - c. Perceived organizational support and job motivation have a high/strong effect on the performance of Indonesian Army (TNI AD) personnel at Denma PusdikArmed in Cimahi.

RECOMMENDATIONS

Based on the research findings, Denma PusdikArmed in Cimahi needs to improve fairness in perceived organizational support through proportional task distribution, the equitable provision of opportunities for self-development, and the implementation of transparent decision-making. In addition, the agency needs to maintain support from superiors by providing guidance, mentoring, and attention to personnel needs.

To boost work motivation, the agency needs to strengthen the aspect of achievement by setting clear work targets, conducting objective performance evaluations, and recognizing even the smallest achievements of personnel. These efforts can increase personnel’s drive to achieve more optimal work results. The aspects of recognition and accountability that are already functioning well need to be maintained to ensure that personnel’s work motivation remains stable.

In improving staff performance, existing strengths – such as high-quality work must be maintained through ongoing training, competency development, and periodic performance evaluations.

ADVANCED RESEARCH

By incorporating additional variables such as job satisfaction, organizational commitment, organizational culture, leadership, work environment, and competencies, future research can expand the study of factors that influence employee performance. By incorporating these variables, research can gain a broader understanding of the internal and external factors that influence employee performance.

Future research could also broaden the scope of the study to include more organizations both private and government with larger sample sizes. Expanding the scope and sample size can help generalize the research findings and provide a more comprehensive analysis of the factors that influence employee performance.

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The researchers acknowledge that this study has limitations. Therefore, the authors hope that the findings of this study will contribute to the advancement of knowledge, particularly in the field of human resource management, and also serve as a reference for future research.

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