



**ORGANIZATIONAL SUPPORT AND INTRAPERSONAL COMPETENCE
AS DETERMINANTS OF EMPLOYEE PERFORMANCE AT PDAM TIRTA
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Abstract

This study aims to analyze the effect of organizational support and intrapersonal competence on employee performance at PDAM Tirta Darma Ayu Indramayu. This study used a quantitative approach with a descriptive and verificative research design. Primary data were collected through questionnaires distributed to 108 employees selected from a population of 147 employees using simple random sampling. The data were analyzed using SPSS version 23 through validity and reliability tests, classical assumption tests, multiple linear regression, t-test, F-test, and coefficient of determination. The results show that organizational support has a positive and significant effect on employee performance, with a regression coefficient of 0.565 and a t-value of 4.772. Intrapersonal competence also has a positive and significant effect on employee performance, with a regression coefficient of 0.472 and a t-value of 7.412. Simultaneously, organizational support and intrapersonal competence significantly affect employee performance, as indicated by an F-value of 61.178 and an Adjusted R Square of 0.529. These findings suggest that PDAM management should strengthen organizational support systems and develop employees' intrapersonal competence to improve service-oriented performance.

Keywords: Organizational Support, Intrapersonal Competence, Employee Performance, Public Service, PDAM



INTRODUCTION

Employee performance is a central issue in public service organizations because it determines the quality, consistency, and responsiveness of services received by the community. In public-sector-oriented organizations, human resources are not only administrative executors but also strategic actors who translate organizational policies into service outcomes. Recent studies in public human resource management emphasize that public organizations need integrated HRM practices that support training, development, working relationships, work conditions, competency, and performance appraisal to create healthier and more productive work environments (Demo et al., 2024). This perspective is highly relevant to regional drinking water companies because their performance is directly related to the continuity of basic public services, especially the provision of clean water.

PDAM Tirta Darma Ayu Indramayu is a regional drinking water company responsible for providing clean water services to the community. As a public service-oriented organization, PDAM is required to maintain service quality, respond quickly to customer complaints, and ensure operational continuity. However, the increasing demand for fast-response service, technology-based complaint handling, and administrative efficiency requires employees to demonstrate high discipline, self-management, and consistent work behavior. In this context, employee performance cannot be viewed merely as the achievement of work targets, but also as the ability to maintain punctuality, accountability, service quality, and compliance with organizational standards.

Preliminary attendance data from three work units at PDAM Tirta Darma Ayu Indramayu indicate that employee performance management still requires attention. Although the average physical attendance achievement appears relatively adequate, the accumulation of lateness and unexcused absences indicates potential problems in work discipline and the quality of employee presence. The recap is presented in Table 1.

Table 1.

Employee Attendance Recapitulation during October–December 2025

Work Unit	Number of Employees	Accumulated Lateness	Unexcused Absence	Average Attendance Achievement
CP Kandanghaur	10	55	6	87%
UP Balongan	8	36	4	88%



Research and Development Division	5	24	1	91%
Total/Average	23	115	11	88.6%

Source: Processed attendance and performance recap data of PDAM Tirta Darma Ayu, 2025.

Table 1 shows that the average attendance achievement of 88.6% does not fully reflect the quality of employee discipline. The occurrence of 115 lateness cases and 11 unexcused absences within three months suggests that employee performance issues are not limited to physical attendance, but also relate to punctuality, self-regulation, and consistency in fulfilling work responsibilities. This situation indicates the importance of examining factors that can strengthen employee performance from both organizational and individual perspectives.

From an organizational perspective, perceived organizational support is an important factor in explaining employee attitudes and performance. Organizational support refers to employees' perception that the organization values their contribution and cares about their well-being (Eisenberger et al., 1986). This perception may encourage employees to reciprocate through greater commitment, stronger job attitudes, and better task performance. A review by Rhoades & Eisenberger (2002) shows that perceived organizational support is associated with favorable employee outcomes, including affective commitment and performance-related behavior. Furthermore, a meta-analytic evaluation of organizational support theory confirms that organizational support is strongly related to employees' attitudes and behavioral outcomes (Kurtessis et al., 2017). More recent empirical studies also show that organizational support can improve employee performance by strengthening positive employee attitudes, sense of belonging, job satisfaction, and organizational commitment (Chen et al., 2020; Chu et al., 2024).

In the Indonesian context, organizational support has also been empirically linked to employee performance. Arifin & Darmawan (2022) found that work experience, work commitment, and organizational support contribute to employee performance. (Wulandari & Mujanah, 2024) also reported that self-efficacy, competence, and organizational support influence employee performance, showing that organizational support works together with individual capability in shaping work outcomes. Similarly, Ekowati & Cahyono (2023) found that organizational support and competency affect employee performance. These findings imply that organizational support is not merely an



administrative facility, but a psychological and managerial resource that can improve employees' willingness to contribute to organizational goals.

From an individual perspective, intrapersonal competence is equally important. Competence refers to a combination of knowledge, experience, technical and soft skills, motives, emotions, and behaviors that support the effectiveness of human resources in accomplishing work (Ali et al., 2021). Intrapersonal competence specifically reflects an employee's ability to manage internal conditions, including self-motivation, emotional control, self-awareness, responsibility, consistency, and the ability to respond appropriately to work challenges. In a public service organization such as PDAM, intrapersonal competence is relevant because employees often deal with operational demands, customer complaints, time pressure, and service targets that require self-control and problem-solving ability. Ardiansyah et al. (2022) found that competence and emotional intelligence have a positive and significant effect on employee performance, indicating that internal capability and emotional management are important predictors of work outcomes.

Although previous studies have examined organizational support, competency, and employee performance, several gaps remain. First, many studies discuss organizational support and competence in private-sector contexts, while public service organizations have different characteristics, such as public accountability, service continuity, and direct community impact. Second, competency is often discussed in general terms, whereas the intrapersonal dimension, such as self-regulation, emotional control, and internal motivation, has received less specific attention. Third, studies that integrate organizational support as an external factor and intrapersonal competence as an internal factor in explaining employee performance in a regional drinking water company context remain limited. Therefore, PDAM Tirta Darma Ayu Indramayu provides a relevant empirical setting to examine how organizational and individual factors jointly influence employee performance.

Based on these considerations, this study aims to analyze the effect of organizational support and intrapersonal competence on employee performance at PDAM Tirta Darma Ayu Indramayu. Specifically, this study examines whether organizational support partially affects employee performance, whether intrapersonal competence partially affects employee performance, and whether both variables simultaneously affect employee performance. The findings are expected to contribute to the human resource management literature by integrating organizational and individual perspectives in explaining employee



performance. Practically, this study is expected to provide recommendations for PDAM management in developing employee support systems, strengthening self-management competence, and improving service-oriented employee performance.

LITERATURE REVIEW

Organizational Support

Organizational support refers to employees' perception that the organization values their contributions and cares about their well-being. This concept is rooted in organizational support theory, which explains that employees develop a general belief regarding the extent to which their organization appreciates their work and provides concern for their welfare (Eisenberger et al., 1986). When employees perceive that the organization provides support, they tend to respond through positive attitudes and behaviors, such as stronger commitment, higher responsibility, and better performance.

The relationship between organizational support and employee performance can be explained through the principle of reciprocity. Employees who feel supported by their organization are more likely to reciprocate by contributing more actively to organizational goals. Rhoades & Eisenberger (2002) found that perceived organizational support is associated with important employee outcomes, including affective commitment, job satisfaction, and performance-related behavior. This is reinforced by Kurtessis et al. (2017), who confirmed through a meta-analytic evaluation that organizational support theory is strongly linked to employee attitudes and behavioral outcomes.

In practical terms, organizational support may appear in the form of appreciation, development opportunities, favorable working conditions, and employee welfare. These aspects are relevant because employees do not only require formal rules or instructions, but also an organizational environment that enables them to perform their duties effectively. Chen et al. (2020) found that organizational support affects employee performance through employee attitudes, indicating that organizational support can shape the psychological condition of employees before it is reflected in work outcomes. Similarly Chu et al. (2024) showed that organizational support contributes to task performance through job satisfaction and organizational commitment.

In the Indonesian organizational context, empirical studies also support the role of organizational support in improving employee performance. Arifin & Darmawan (2022) found that organizational support contributes to employee performance together with work experience and work commitment. Ekowati &



Cahyono (2023) also found that organizational support and competency have a positive effect on employee performance. In addition, (Wulandari & Mujanah, 2024) reported that organizational support, along with self-efficacy and competence, influences employee performance. These findings indicate that organizational support is not only an administrative factor but also a managerial resource that strengthens employees' motivation, attachment, and work contribution.

Based on these theoretical and empirical arguments, organizational support is expected to improve employee performance at PDAM Tirta Darma Ayu Indramayu. In the context of public service organizations, organizational support is especially important because employees must maintain service quality, punctuality, and responsiveness in dealing with public needs. Therefore, the first hypothesis is formulated as follows:

H1: Organizational support has a positive and significant effect on employee performance.

Intrapersonal Competence

Competence is a fundamental aspect of human resource quality because it represents the ability of employees to perform work effectively. Competency-based human resource management emphasizes the importance of knowledge, skills, attitudes, and behavioral characteristics in supporting employee performance (Ali et al., 2021). Competence does not only refer to technical ability, but also includes internal characteristics that shape how individuals think, behave, respond to problems, and complete their responsibilities.

Intrapersonal competence refers to an individual's internal capability to understand, manage, and direct oneself in work situations. It includes self-awareness, self-regulation, self-motivation, consistency, responsibility, and the ability to control emotional responses when facing work demands. Intrapersonal competence is closely related to the personal dimension of emotional intelligence because both emphasize the ability to manage internal psychological processes. Doğru (2022), through a meta-analysis, found that emotional intelligence is positively related to job performance, organizational commitment, organizational citizenship behavior, and job satisfaction, while being negatively related to job stress. This supports the argument that employees who are able to manage themselves tend to show better work outcomes.

In the context of public service organizations, intrapersonal competence is essential because employees are required to deal with pressure, service targets, administrative procedures, and public expectations. Employees with strong intrapersonal competence are expected to be more disciplined, more consistent in



fulfilling responsibilities, and more capable of managing work-related stress. Ardiansyah et al. (2022) found that competence and emotional intelligence have a positive and significant effect on employee performance. Similarly, Satriani et al. (2025) found that intrapersonal intelligence contributes to employee performance through work behavior. These findings strengthen the view that internal capability is an important predictor of work performance.

In this study, intrapersonal competence is understood as a set of personal capacities reflected in motives, traits, self-concept, knowledge, and skills. These dimensions are relevant for PDAM employees because the organization requires employees who are not only technically capable but also able to manage themselves in delivering public services. Employees who have strong self-motivation, consistent attitudes, job knowledge, and work skills are expected to perform better, especially in maintaining punctuality, service quality, and accountability.

Based on the explanation above, the second hypothesis is formulated as follows:

H2: Intrapersonal competence has a positive and significant effect on employee performance.

Employee Performance

Employee performance refers to the extent to which employees are able to carry out tasks and responsibilities in accordance with organizational standards and objectives. In human resource management, performance is viewed as an important indicator because it reflects the effectiveness of employees in contributing to organizational success. Koopmans et al. (2011) explained that individual work performance is a multidimensional concept that includes behaviors and outcomes related to task performance, contextual performance, and counterproductive work behavior. In a later study, Koopmans et al. (2013) developed the Individual Work Performance Questionnaire and emphasized that work performance can be measured across occupational sectors through task-related behavior and work outcomes.

In the context of PDAM Tirta Darma Ayu Indramayu, employee performance is closely related to public service delivery. Employees are expected to achieve targets, maintain work quality, complete tasks on time, and comply with organizational procedures. Therefore, employee performance in this study is operationalized through four main dimensions: target achievement, work quality, timeliness, and principle adherence. These dimensions are considered relevant because PDAM employees are required to provide reliable services,



respond to customer complaints, and support the continuity of clean water distribution.

Employee performance is influenced by both organizational and individual factors. Organizational support provides the external environment needed by employees to work effectively, while intrapersonal competence provides the internal capacity needed to manage behavior, motivation, and responsibility. The interaction between these two factors is important because employees may have strong personal competence but still require organizational support to perform optimally. Conversely, organizational support may not produce maximum performance if employees lack self-management and work competence.

Previous empirical findings support this integrative perspective. Ekowati & Cahyono (2023) found that organizational support and competence jointly explain employee performance. Wulandari & Mujanah (2024) also showed that competence and organizational support are important predictors of performance. This indicates that employee performance can be better understood when organizational and individual factors are examined simultaneously.

Based on this argument, the third hypothesis is formulated as follows:

H3: Organizational support and intrapersonal competence simultaneously have a positive and significant effect on employee performance.

Research Framework

Based on the theoretical explanation and hypothesis development, this study positions organizational support and intrapersonal competence as independent variables, while employee performance is the dependent variable. Organizational support represents the external factor provided by the organization, whereas intrapersonal competence represents the internal factor owned by employees. The research framework is presented in Figure 1.

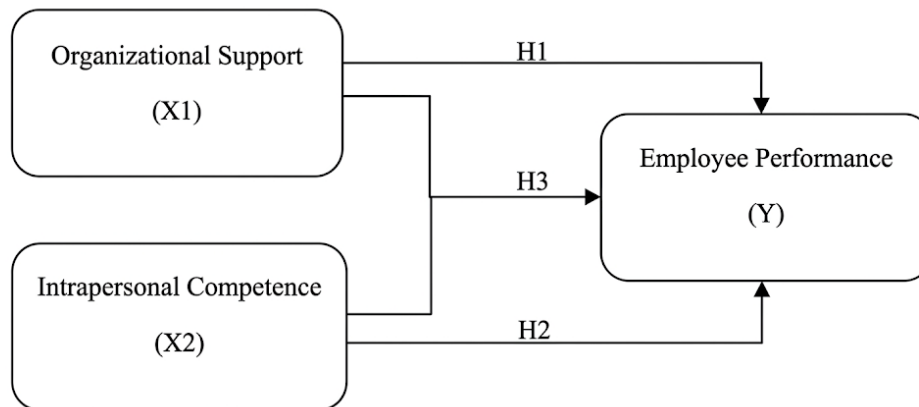


Figure 1.
Research Framework

RESEARCH METHOD

This study used a quantitative approach with a descriptive and verificative research design. The quantitative approach was selected because this study aimed to examine the effect of organizational support and intrapersonal competence on employee performance using numerical data and statistical testing. The descriptive design was used to describe respondents' perceptions of organizational support, intrapersonal competence, and employee performance, while the verificative design was used to test the proposed hypotheses through multiple linear regression analysis.

The research was conducted at PDAM Tirta Darma Ayu Indramayu, a regional drinking water company located in Indramayu Regency. The population consisted of 147 employees of PDAM Tirta Darma Ayu Indramayu. The sample size was determined using the Slovin formula with a 5% margin of error, resulting in a minimum sample of 108 respondents. The sampling technique used in this study was simple random sampling, which provides each member of the population with an equal opportunity to be selected as a respondent.

Primary data were collected through questionnaires distributed to employees of PDAM Tirta Darma Ayu Indramayu. The questionnaire was designed using a five-point Likert scale ranging from 1 = strongly disagree to 5 = strongly agree. The Likert scale was used because it is widely applied in social science research to measure attitudes, perceptions, and behavioral tendencies through ordered response categories (Kusmaryono et al., 2022). Secondary data were obtained from company documents, including employee data, attendance records, and relevant literature.



The variables in this study consisted of two independent variables and one dependent variable. Organizational support was positioned as the first independent variable (X1), intrapersonal competence as the second independent variable (X2), and employee performance as the dependent variable (Y). The measurement of each variable was developed based on relevant theoretical and empirical references. Scale development and validation are essential in social and behavioral research to ensure that the instrument measures the intended construct accurately and consistently (Boateng et al., 2018). The operational definition and measurement of variables are presented in Table 2.

Table 2.
Operational Definition and Measurement of Variables

Variable	Dimension	Indicator Summary	Scale	Main Reference
Organizational Support (X1)	Appreciation, development, working conditions, and employee welfare	Organizational appreciation, development support, supportive work conditions, and employee welfare support	Likert 1–5	Eisenberger et al. (1986); Kurtessis et al. (2017); Wulandari and Mujanah (2024)
Intrapersonal Competence (X2)	Motive, traits, self-concept, knowledge, and skills	Self-motivation, consistency, self-control, attitude, job knowledge, and work-related skills	Likert 1–5	Ali et al. (2021); Ardiansyah et al. (2022); Doğru (2022)
Employee Performance (Y)	Target, quality, time, and principle adherence	Target achievement, work quality, timeliness, commitment to work standards, and accountability	Likert 1–5	Koopmans et al. (2011); Koopmans et al. (2013)

Before conducting the main analysis, the research instrument was tested for validity and reliability. The validity test was conducted using Pearson Product



Moment correlation to examine whether each questionnaire item was able to measure the intended construct. The reliability test was conducted using Cronbach's Alpha to evaluate the internal consistency of the instrument. Cronbach's Alpha is commonly used to assess the reliability of multi-item research instruments and to determine whether items within a scale consistently measure the same construct (Taber, 2018).

The data were analyzed using SPSS version 23. The analysis procedure consisted of descriptive statistics, validity and reliability testing, classical assumption testing, multiple linear regression, coefficient of determination, t-test, and F-test. Classical assumption testing included normality, heteroscedasticity, and multicollinearity tests to ensure that the regression model met the basic requirements for linear regression analysis.

The multiple linear regression model used in this study was formulated as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e$$

Where:

Y = Employee Performance

α = Constant

β_1, β_2 = Regression coefficients

X1 = Organizational Support

X2 = Intrapersonal Competence

e = Error term

The t-test was used to examine the partial effect of organizational support and intrapersonal competence on employee performance. The F-test was used to examine the simultaneous effect of organizational support and intrapersonal competence on employee performance. The coefficient of determination was used to determine the proportion of variation in employee performance that could be explained by organizational support and intrapersonal competence.

RESULTS AND DISCUSSION

Respondent Characteristics

The respondents in this study were classified based on gender, age, length of service, and education level. This classification is important because the demographic profile provides a basic description of the employees involved in the study and helps interpret the context of employee performance in a public service organization.

Table 3.

Organizational Support and Intrapersonal Competence.....



Respondent Characteristics

Category	Classification	Frequency	Percentage
Gender	Male	68	63.2%
	Female	40	36.8%
Age	18-25 years	17	15.7%
	26-35 years	67	62.0%
	36-45 years	23	21.3%
	>45 years	1	0.8%
Length of service	<1 year	3	2.8%
	1-5 years	38	35.2%
	5-10 years	59	54.6%
	>10 years	8	7.4%
Education	Senior high/vocational school	2	1.9%
	Diploma	10	9.3%
	Bachelor degree	93	86.0%
	Master degree	3	2.8%

Source: Primary data processed, 2025.

Table 3 shows that the majority of respondents were male employees, representing 63.2% of the sample. Most respondents were in the 26-35-year age group, indicating that the sample was dominated by employees in a relatively productive working age. In terms of length of service, most employees had worked for 5-10 years, suggesting that the respondents generally had sufficient experience in understanding organizational routines and service responsibilities. The educational profile was dominated by bachelor degree holders, which indicates that the sample had an adequate educational background to understand the questionnaire items and work requirements.

Validity and Reliability Test

Instrument quality was assessed through validity and reliability testing before conducting hypothesis testing. The validity test used the Pearson Product Moment correlation by comparing the calculated r value with the r-table value of



0.189. The reliability test used Cronbach's Alpha with the minimum acceptable threshold of 0.70. The summary is presented in Table 4.

Table 4. Validity and Reliability Test Summary

Variable	Items	r-count Range	r-table	Cronbach Alpha	Result
Organizational Support (X1)	4	0.692-0.764	0.189	0.704	Valid and reliable
Intrapersonal Competence (X2)	10	0.511-0.680	0.189	0.817	Valid and reliable
Employee Performance (Y)	10	0.481-0.646	0.189	0.763	Valid and reliable

Source: Primary data processed, 2025.

Table 4 indicates that all questionnaire items were valid because the calculated r values for all variables exceeded the r-table value of 0.189. The reliability results also show that the Cronbach Alpha values for organizational support, intrapersonal competence, and employee performance were above 0.70. Thus, the research instrument was considered statistically adequate for further analysis because it met both validity and internal consistency requirements.

Descriptive Statistics of Research Variables

Descriptive statistics were used to understand the general tendency of respondents' perceptions toward each research variable. The mean score was interpreted based on the Likert scale category used in this study.

Table 5. Descriptive Statistics of Research Variables

Variable	Mean Score	Category	Interpretation
Organizational Support (X1)	3.88	Good	Employees perceived that organizational support was generally positive, especially in development and welfare-related support.
Intrapersonal Competence (X2)	4.05	Good	Employees showed a good level of internal competence, particularly in self-direction, job



			knowledge, and work-related skills.
Employee Performance (Y)	4.18	Good	Employee performance was perceived as good in terms of target achievement, work quality, timeliness, and accountability.

Source: Primary data processed, 2025.

Table 5 shows that all variables were categorized as good. Organizational support obtained a mean score of 3.88, indicating that employees generally perceived the organization as providing adequate appreciation, development opportunities, working conditions, and welfare support. Intrapersonal competence obtained a mean score of 4.05, which suggests that employees generally had good self-management capacity, motivation, job knowledge, and behavioral consistency. Employee performance obtained the highest mean score of 4.18, indicating that employees perceived their work performance as relatively strong. This pattern suggests that the internal capability of employees and the support provided by the organization were both relevant in explaining employee performance at PDAM Tirta Darma Ayu Indramayu.

Classical Assumption Test

The classical assumption tests were conducted to ensure that the regression model met the basic requirements for multiple linear regression. The tests consisted of normality, heteroscedasticity, and multicollinearity testing. The results are summarized in Table 6.

Table 6.
Classical Assumption Test Summary

Test	Criteria	Result	Conclusion
Normality	Residuals follow a normal distribution pattern	The P-P plot points followed the diagonal line	Normality assumption fulfilled
Heteroscedasticity	Sig. > 0.05	Organizational support = 0.812; intrapersonal competence = 0.325	No heteroscedasticity



Multicollinearity	Tolerance > 0.10 and VIF < 10	Tolerance = 0.855; VIF = 1.169 for both independent variables	No multicollinearity
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Source: Primary data processed, 2025.

Table 6 indicates that the regression model met the classical assumption requirements. The normality test showed that the residual points followed the diagonal line in the P-P plot, indicating that the residuals were normally distributed. The heteroscedasticity test showed significance values above 0.05 for both independent variables, indicating that the model was free from heteroscedasticity problems. The multicollinearity test showed tolerance values above 0.10 and VIF values below 10, indicating that organizational support and intrapersonal competence did not have a high correlation that could distort the regression estimation.

Multiple Linear Regression Analysis

Multiple linear regression was used to examine the effect of organizational support and intrapersonal competence on employee performance. The regression results are presented in Table 7.

Table 7.
Multiple Linear Regression Results

Variable	B	Std. Error	Beta	t	Sig.	Decision
Constant	13.879	2.547	-	5.450	<0.001	-
Organizational Support (X1)	0.565	0.118	0.342	4.772	<0.001	H1 accepted
Intrapersonal Competence (X2)	0.472	0.064	0.532	7.412	<0.001	H2 accepted

Dependent variable: Employee Performance. Source: Primary data processed, 2025.

Based on Table 7, the regression equation can be formulated as follows:

$$Y = 13.879 + 0.565X1 + 0.472X2 + e$$

The equation shows that the constant value was 13.879. The coefficient of organizational support was 0.565, indicating that an increase in organizational support is followed by an increase in employee performance, assuming other variables remain constant. The coefficient of intrapersonal competence was 0.472, indicating that an increase in intrapersonal competence is also followed by an increase in employee performance. The standardized beta value of intrapersonal



competence was higher than that of organizational support, suggesting that intrapersonal competence had a relatively stronger contribution in the model. Nevertheless, both variables showed positive and significant effects on employee performance.

Coefficient of Determination and Simultaneous Test

The coefficient of determination was used to examine the explanatory power of the regression model, while the F-test was used to examine the simultaneous effect of organizational support and intrapersonal competence on employee performance. The results are presented in Table 8.

Table 8.

Model Summary and Simultaneous Test

R	R Square	Adjusted R Square	Std. Error	F	Sig.	Decision
0.734	0.538	0.529	2.43686	61.178	<0.001	H3 accepted

Predictors: Organizational Support and Intrapersonal Competence. Dependent variable: Employee Performance. Source: Primary data processed, 2025.

Table 8 shows that the R value was 0.734, indicating a strong relationship between the independent variables and employee performance. The R Square value was 0.538, while the Adjusted R Square value was 0.529. This means that organizational support and intrapersonal competence explained 52.9% of the variation in employee performance, while the remaining 47.1% was explained by other variables outside the model, such as work discipline, organizational culture, workload, leadership, compensation, job satisfaction, or employee engagement. The F value of 61.178 with a significance level below 0.001 indicates that organizational support and intrapersonal competence simultaneously had a significant effect on employee performance.

The Effect of Organizational Support on Employee Performance

The results show that organizational support had a positive and significant effect on employee performance, as indicated by a regression coefficient of 0.565, a t value of 4.772, and a significance level below 0.001. Therefore, H1 was accepted. This finding indicates that the stronger the support perceived by employees, the better the employee performance at PDAM Tirta Darma Ayu Indramayu.

This result is theoretically consistent with organizational support theory, which states that employees who feel valued and supported by the organization tend to develop positive attitudes and stronger work contributions. Perceived organizational support creates a sense of obligation and reciprocity, encouraging



employees to repay organizational concern through higher commitment and better performance (Kurtessis et al., 2017; Rhoades & Eisenberger, 2002). In the context of PDAM, organizational support can be reflected in appreciation, development opportunities, adequate working conditions, welfare attention, and managerial concern for employee needs.

The finding also supports empirical evidence from Chen et al. (2020), who found that organizational support improves employee performance through employee attitudes. Chu et al. (2024) also demonstrated that organizational support is positively related to task performance through job satisfaction and organizational commitment. In the Indonesian context, the result is consistent with Ekowati & Cahyono (2023), who found that organizational support positively and significantly affects employee performance, and with Wulandari & Mujanah (2024), who reported that organizational support is an important predictor of employee performance. A study in the PDAM sector by Putri et al. (2024) also showed that organizational support contributes to performance in a regional drinking water company.

From a managerial perspective, this finding means that PDAM Tirta Darma Ayu Indramayu should not treat organizational support as a secondary factor. Employees who perceive that the organization recognizes their contribution, provides sufficient work facilities, supports development, and pays attention to welfare are more likely to perform better. This is particularly important in a public service organization where employee performance directly affects service continuity and customer satisfaction. Supportive organizational practices may help reduce work resistance, strengthen employee engagement, and encourage employees to respond more actively to service demands.

The Effect of Intrapersonal Competence on Employee Performance

The results show that intrapersonal competence had a positive and significant effect on employee performance, as indicated by a regression coefficient of 0.472, a *t* value of 7.412, and a significance level below 0.001. Therefore, H2 was accepted. This finding indicates that employees with stronger intrapersonal competence tend to demonstrate better performance.

Intrapersonal competence reflects the internal capacity of employees to manage themselves, including self-motivation, self-control, consistency, responsibility, job knowledge, and work-related skills. This finding is relevant to the operational context of PDAM, where employees are required to maintain discipline, respond to service demands, comply with procedures, and manage work pressure. Employees with good intrapersonal competence are more likely



to focus on solutions, complete tasks consistently, and maintain work quality even under service-related challenges.

The result is aligned with competency-based human resource management, which emphasizes that competence consists of knowledge, skills, attitudes, and behavioral characteristics that support effective performance (Ali et al., 2021). It is also consistent with the meta-analysis by Dođru (2022), which found that emotional intelligence is positively related to job performance and other employee outcomes. Since intrapersonal competence is closely associated with self-awareness and self-regulation, this study reinforces the view that internal psychological capacity is important for employee performance. The finding also supports Ardiansyah et al. (2022), who found that competence and emotional intelligence significantly affect employee performance.

The standardized beta value of intrapersonal competence was higher than that of organizational support, indicating that intrapersonal competence had the stronger relative effect in this model. This does not reduce the importance of organizational support, but it suggests that employee performance at PDAM Tirta Darma Ayu Indramayu is strongly connected to employees internal ability to manage themselves. The practical implication is that performance improvement programs should include character building, emotional intelligence training, self-management training, and work discipline reinforcement. Such programs may strengthen employees internal readiness to meet service standards and adapt to changing organizational demands.

The Simultaneous Effect of Organizational Support and Intrapersonal Competence on Employee Performance

The F-test result shows that organizational support and intrapersonal competence simultaneously had a significant effect on employee performance, with an F value of 61.178 and a significance level below 0.001. Therefore, H3 was accepted. The Adjusted R Square value of 0.529 indicates that both variables explained 52.9% of the variation in employee performance. This suggests that the combination of organizational and individual factors provides a meaningful explanation of employee performance at PDAM Tirta Darma Ayu Indramayu.

This finding strengthens the argument that employee performance cannot be explained only by organizational systems or only by individual capability. Organizational support functions as an external resource that provides employees with a supportive work environment, while intrapersonal competence functions as an internal resource that enables employees to manage motivation, attitude, emotion, and work behavior. When these two factors operate together,



employees are more likely to show stronger performance in terms of target achievement, work quality, timeliness, and accountability.

The simultaneous finding is consistent with Ekowati & Cahyono (2023), who reported that organizational support and competency jointly affect employee performance. It is also in line with Wulandari & Mujanah (2024), who showed that employee performance is influenced by the interaction between personal capability and organizational support. In a local empirical context, the findings of Dwiputri et al. (2024) on Perumdham Tirta Darma Ayu Indramayu also show that individual capability and work motivation significantly influence employee performance. This means that the current study contributes by extending the discussion from general work ability and motivation to the more specific construct of intrapersonal competence, while also incorporating organizational support as an external determinant.

Practically, the results imply that PDAM Tirta Darma Ayu Indramayu needs an integrated human resource development strategy. Improving employee performance requires organizational support systems such as fair appreciation, supportive supervision, adequate work facilities, welfare attention, and development opportunities. At the same time, the organization needs to improve employee intrapersonal competence through training related to self-regulation, emotional control, service mindset, responsibility, and time discipline. This integrated approach is expected to support sustainable employee performance and strengthen the quality of public water services.

Summary of Hypothesis Testing

Table 9.
Summary of Hypothesis Testing

Hypothesis	Statement	Statistical Evidence	Decision
H1	Organizational support has a positive and significant effect on employee performance.	$B = 0.565; t = 4.772; p < 0.001$	Accepted
H2	Intrapersonal competence has a positive and significant effect on employee performance.	$B = 0.472; t = 7.412; p < 0.001$	Accepted
H3	Organizational support and intrapersonal competence simultaneously affect employee performance.	$F = 61.178; p < 0.001; \text{Adjusted R Square} = 0.529$	Accepted

Source: Primary data processed, 2025.



Overall, the findings indicate that both organizational support and intrapersonal competence are strategic determinants of employee performance. Organizational support strengthens the external work environment, while intrapersonal competence strengthens the internal capacity of employees to perform. The simultaneous contribution of both variables highlights the importance of balancing organizational-level interventions and individual-level development in improving employee performance in a public service organization.

CONCLUSION

This study examined the effect of organizational support and intrapersonal competence on employee performance at PDAM Tirta Darma Ayu Indramayu. The results show that organizational support has a positive and significant effect on employee performance. This indicates that employees who perceive stronger organizational support through appreciation, development opportunities, supportive working conditions, and welfare attention tend to demonstrate better performance. Intrapersonal competence also has a positive and significant effect on employee performance, meaning that employees with stronger self-management, self-motivation, consistency, job knowledge, and work-related skills are more capable of carrying out their responsibilities effectively.

The results further show that organizational support and intrapersonal competence simultaneously have a positive and significant effect on employee performance. The Adjusted R Square value of 0.529 indicates that 52.9% of the variation in employee performance can be explained by these two variables, while the remaining 47.1% is influenced by other factors outside the model. This finding confirms that employee performance is shaped by both external organizational support and internal individual capability.

Theoretically, this study contributes to human resource management literature by integrating organizational and individual perspectives in explaining employee performance in a regional drinking water company. Practically, PDAM Tirta Darma Ayu Indramayu should strengthen organizational support through fair appreciation, clear development opportunities, improved work facilities, and consistent welfare policies. Management should also develop employee intrapersonal competence through self-management training, emotional regulation, discipline development, problem-solving, and service-oriented behavior.



This study is limited to one regional drinking water company and uses questionnaire-based data, so the findings may not fully represent other public service organizations. Future research is recommended to expand the research object to other PDAMs or public service institutions and include additional variables such as work discipline, job satisfaction, organizational commitment, leadership style, employee engagement, or work environment to obtain a broader explanation of employee performance.

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