The Influence of Perceived Organizational Support on Work Meaningfulness and Its Impact on Employee Life Satisfaction and Employee Creativity

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Abstract

This study aims to analyze the influence of Perceived Organizational Support (POS) on Work Meaningfulness and its impact on Employee Life Satisfaction and Employee Creativity among Civil Servants in the Public Order Police Unit (Satpol PP) in West Java. The study population includes 338 civil servants from the Satpol PP in five regions (Cirebon Regency, Kuningan Regency, Majalengka Regency, Cirebon City, and Indramayu Regency). The research sample was determined using the 10:1 rule of thumb approach (Hair et al., 2019), based on the number of indicators, which is 17, resulting in a minimum requirement of 170 respondents. Sample distribution was done proportionally in each region, while respondent selection in the second stage used convenience sampling as a form of multi-stage sampling. Data analysis was conducted using Structural Equation Modeling (SEM) with the assistance of AMOS. The research findings indicate that (1) POS has a positive effect on employee life satisfaction and employee creativity; (2) POS has a positive effect on work meaningfulness; (3) work meaningfulness has a positive effect on employee life satisfaction and employee creativity; and (4) work meaningfulness is proven to mediate the relationship between POS and both employee life satisfaction and employee creativity. These findings confirm that organizational support not only directly enhances employees' life satisfaction and creativity but also indirectly increases work meaning. Therefore, human resource management strategies at Satpol PP need to focus on improving the perception of organizational support and creating work meaning to strengthen the well-being and creativity of civil servants in the local government work environment.

INTRODUCTION

The issue of work meaningfulness is gaining increasing attention in human resource management research because it has been proven to play an important role in increasing employee engagement, productivity, and well-being (Steger & Duffy, 2012; Rosso et al., 2010). However, the sources of work meaningfulness are still debated: some emphasize the spiritual dimension (Ashmos & Duchon, 2000), while others see it as arising from professional achievement, social impact, and interpersonal relationships (Rosso et al., 2010). Inter-generational differences also affect its relevance, but research shows that work meaning can still be constructed through adjusting values and expectations (Allen et al., 2003). Thus, the meaning of work is dynamic and contextual.

Several theories have been used to explain this dynamic, including Social Exchange Theory (SET), Job Demands-Resources (JD-R), Self-Determination Theory (SDT), and Affective Events Theory (AET). Despite being beneficial, these theories tend to be partial. In response, this study uses the Theory of Planned Behavior (TPB) (Ajzen, 2011) as the grand theory because of its ability to explain behavior through three main constructs: attitude, subjective norm, and perceived behavioral control. Within this framework, Perceived Organizational Support (POS) is positioned as a contextual factor that shapes positive attitudes, reinforces organizational norms, and enhances employee behavioral control (Caesens & Stinglhamber, 2023). This process fosters work meaningfulness, which in turn enhances life satisfaction (Ng et al., 2022) and promotes employee creativity (Hemsworth et al., 2024). This chain of relationships shows that organizational support not only has a direct impact on life satisfaction and creativity but also works indirectly through work meaning.

Research reveals a close relationship between work meaningfulness, job satisfaction, performance, and employee well-being (Steger & Duffy, 2012; Lysova et al., 2019a). In the context of modern organizations, this issue is becoming increasingly important given the challenges of employee retention and engagement. One factor believed to contribute is perceived organizational support (POS), which is the extent to which employees feel their contributions are valued and their well-being is cared for (Eisenberger et al., 1986). Based on social exchange theory and the norm of reciprocity, POS promotes positive attitudes and prosocial behavior.

Several studies indicate that POS can enhance work meaning by increasing autonomy and opportunities for self-development (Thompson & Bunderson, 2019). However, most research is conducted in the private sector and developed countries, while studies on public bureaucracy in developing countries are still limited. In the Indonesian context, bureaucratic reform and digital transformation pose new challenges for civil servants, including the Satpol PP, who often experience low work meaning, motivation, and engagement. The cultural factors of collectivism and high hierarchy (Hofstede, 2020) also shape how civil servants interpret their work, which emphasizes stability and social contribution more than self-actualization.

Research has shown that work meaningfulness not only affects job satisfaction but also influences life satisfaction and employee creativity (Zhang, 2010; Amabile, 1996). In public bureaucracy, the creativity of civil servants is crucial for meeting the demands of service innovation, even though it is often hampered by rigid regulations and a hierarchical culture. The adoption of digital technology and AI reinforces the urgency of this issue because it has the potential to diminish the humanistic dimension of civil service work and create a risk of alienation (Bankins & Formosa, 2023).

This research attempts to offer novelty by integrating the Theory of Planned Behavior (TPB) and the concept of work meaningfulness within the context of Indonesian public bureaucracy, specifically for civil servants in the West Java Satpol PP, to address the limitations of conventional organizational theory, which is less capable of explaining the complexities of the public sector. The paradox of low work meaning despite civil servants receiving relatively high remuneration reinforces the need for a more contextual and adaptive approach. Unlike previous partial studies, this study integrates POS, work meaningfulness, life satisfaction, and employee creativity into the TPB framework as a more systematic grand theory. Additionally, this research highlights the role of Indonesia's collectivist culture and high power distance as moderating factors influencing the formation of work meaning. Thus, this research expands the theoretical literature and provides practical contributions to bureaucratic reform strategies and the development of professional, adaptive, and service-oriented public human resources.

Litertaure Review
The Influence of Perceived Organizational Support on Employee Life Satisfaction

From the perspective of the Theory of Planned Behavior (TPB), life satisfaction can be understood as a psychological outcome influenced by an individual's attitude toward their work

experience, prevailing social norms, and perceived behavioral control in managing the work-life balance (Ajzen, 2011). In an organizational context, perceived organizational support (POS) plays a crucial role in shaping these three components. High POS creates a positive attitude among employees toward their work because they feel valued and supported by the organization (Caesens & Stinglhamber, 2021). This fosters a sense of security, recognition, and appreciation, which impacts overall life satisfaction, not only in the workplace but also in personal life dimensions.

Furthermore, the study by Ng et al. (2022) confirms that POS not only influences individual attitudes but also strengthens subjective norms within organizations that emphasize the importance of employee well-being. This norm provides social validation that work-life balance is part of the organization's values, making employees feel legitimate in pursuing life satisfaction without sacrificing professional commitment. Hemsworth et al. (2024) also found that POS increases perceived behavioral control by providing resources, flexibility, and emotional support that enable employees to manage work and personal life demands more balanced.

In a broader context, organizational support also contributes to the formation of work meaningfulness, which then becomes an important determinant of life satisfaction (Steger & Duffy, 2012). When employees feel their work is meaningful and supported by the organization, they are more likely to assess their lives positively, both in terms of their careers and personal lives. Nguyen et al.'s (2019) research reinforces these findings by demonstrating that in the public sector, POS plays a strategic role in improving employees' quality of life by providing autonomy, recognition, and clear job stability. Thus, organizational support not only impacts job satisfaction but also the overall life satisfaction of employees.

H_1. Perceived Organizational Support Influences Employee Life Satisfaction

The Influence of Perceived Organizational Support on Employee Creativity

Within the framework of the Theory of Planned Behavior (TPB), employee creativity can be viewed as innovative behavior influenced by positive attitudes toward work, subjective norms that support innovation, and perceived behavioral control related to the ability to generate new ideas (Ajzen, 2011). Perceived organizational support is one of the key factors that strengthens these three components. When employees feel that the organization values their contributions and cares about their well-being, this fosters a positive attitude that increases intrinsic motivation to generate new ideas (Caesens & Stinglhamber, 2021).

Furthermore, POS also plays a role in shaping subjective norms that support creativity. Organizational support fosters a work culture that encourages openness to ideas, collaboration, and the pursuit of innovative solutions, ultimately reinforcing employees' belief that creativity is a valued and expected behavior (Ng et al., 2022). Hemsworth et al. (2024) assert that POS enhances perceived behavioral control by providing resources, training, and freedom to experiment, making employees feel more capable of executing their creative ideas in practice.

Additionally, POS indirectly influences creativity by increasing work meaningfulness. A supportive work environment allows employees to find meaning in their work, which in turn strengthens intrinsic orientation toward innovation and creativity (Steger & Duffy, 2012; Allen & Griffeth, 2003). Nguyen et al.'s (2019) research highlights the particular relevance of this relationship in the public sector, where organizational support can overcome bureaucratic limitations and increase employees' motivation to contribute through creative ideas. Thus, POS not only increases satisfaction or engagement but also creates a psychological and structural foundation conducive to the emergence of creative behavior.

H_2. Perceived Organizational Support Influences Employee Creativity

The Influence of Perceived Organizational Support on Work Meaningfulness

Within the framework of the Theory of Planned Behavior, individual behavior is influenced by three main components: attitudes, subjective norms, and perceived behavioral control (Ajzen, 2011). These three factors interact in shaping individuals' intentions and actual behavior, including

in the context of how employees perceive their jobs. In organizations, perceived organizational support is one of the important external factors that can influence the formation of employees' attitudes, norms, and perceptions of control over their work. POS refers to the extent to which employees believe that the organization values their contributions and cares about their well-being (Caesens & Stinglhamber, 2021). Thus, POS creates psychological conditions conducive for employees to develop positive perceptions of their work, which ultimately fosters the formation of work meaningfulness.

Several empirical studies support this relationship. Ng et al. (2022) found that POS has a significant influence on the formation of work meaningfulness through increased employee perceptions of control and autonomy. This aligns with the TPB assumption that strong perceived behavioral control increases individuals' confidence in performing their tasks more meaningfully. Hemsworth et al. (2024) add that POS also strengthens subjective norms, where employees feel that the search for meaning in work is an expected and valued norm within the organization. In other words, organizational support not only shapes positive attitudes but also internalizes social values that emphasize the importance of work meaning.

Additionally, Nguyen et al. (2019) demonstrated that POS plays a crucial role in providing resources and granting autonomy, enabling employees to construct meaning from their work. When organizations provide sufficient support, employees feel valued, have more control over their work, and are able to interpret their contributions as something valuable to both the organization and the wider community. This is supported by Allen & Griffeth, (2003), who assert that POS creates a work environment that supports the development of work meaningfulness by reinforcing employees' perception that their contributions are valuable and aligned with organizational   goals.

H₃. Perceived Organizational Support Influences Work Meaningfulness

The Influence of Work Meaningfulness on Employee Life Satisfaction

The Theory of Planned Behavior (TPB) explains that attitudes, subjective norms, and perceived behavioral control influence individuals' intentions and behaviors in achieving desired outcomes (Ajzen, 2011). In the context of the relationship between work meaningfulness and life satisfaction, TPB provides a theoretical framework for how work meaning shapes positive attitudes toward life as a whole (Steger & Duffy, 2012). Empirical studies indicate that work meaningfulness influences life satisfaction by increasing individuals' perceived control over their lives (Ng et al., 2022).

Hemsworth et al. (2024) found that individuals who identify meaning in their work develop subjective norms that support achieving life satisfaction. The longitudinal study by Nguyen et al. (2019) confirms that work meaningfulness contributes to the formation of positive attitudes toward life through the spillover effect from the work domain to the personal domain. Allen & Griffeth, (2003) added that work meaningfulness increases perceived behavioral control in managing   work-life   balance,   which   in   turn   improves   life   satisfaction.

H₄. Work Meaningfulness Positively Influences Employee Life Satisfaction

The Influence of Work Meaningfulness on Employee Creativity

The Theory of Planned Behavior (TPB) explains that individuals' creative behavior is influenced by attitudes, subjective norms, and perceived behavioral control within an organizational context (Ajzen, 2011). From a TPB perspective, work meaningfulness provides a cognitive and affective foundation that drives employee creativity by fostering positive attitudes toward innovation and problem-solving (Steger & Duffy, 2012). Empirical studies show that employees who find meaning in their work exhibit higher levels of creativity, driven by an increased sense of control over their creative process (Chen et al., 2020). Hemsworth et al. (2024) found that work meaningfulness strengthens subjective norms that support creative expression within organizations. The longitudinal study by Nguyen et al. (2019) confirms that when employees

deeply understand their work, they are more likely to develop innovative solutions. Allen & Griffeth, (2003) added that work meaningfulness enhances perceived behavioral control in generating creative ideas, as demonstrated by an increase in the quantity and quality of innovations.
H₅. Work Meaningfulness Influences Employee Creativity

Work Meaningfulness Mediates The Relationship Between Perceived Organizational Support and Employee Life Satisfaction

Work meaningfulness plays an important role as a psychological mechanism that mediates the relationship between perceived organizational support and employee life satisfaction. Based on the Theory of Planned Behavior framework, organizational support influences employees' attitudes, subjective norms, and perceived behavioral control, which ultimately shapes a positive evaluation of their work (Ajzen, 2011). High POS makes employees feel valued and cared for and that they make an important contribution to the organization, thus enabling them to find more meaning in their work (Caesens & Stinglhamber, 2021). In line with this, work meaningfulness has been proven to be a strong predictor of life satisfaction, as meaningful work not only improves the quality of work experience but also has a positive impact on overall personal well-being (Steger & Duffy, 2012; Allen & Griffeth, 2003). Some empirical studies confirm that POS can indirectly increase life satisfaction by enhancing work meaning, where organizational support strengthens the perception that the work being done is valuable and relevant to both individual and societal life (Nguyen et al., 2019; Hemsworth et al., 2024). Thus, it can be hypothesized that work meaningfulness mediates the influence of perceived organizational support on employee life satisfaction.
H₆. Work meaningfulness mediates the relationship between perceived organizational support (POS) and employee life satisfaction

Work Meaningfulness Mediates The Relationship Between Perceived Organizational Support and Employee Creativity

Based on the Theory of Planned Behavior (TPB) framework, organizational support not only shapes employees' positive attitudes, subjective norms, and perceived behavioral control, but also fosters a sense that their work is valuable and meaningful (Ajzen, 2011; Caesens & Stinglhamber, 2021). When employees find meaning in their work, they are encouraged to think more openly, dare to explore new ideas, and demonstrate creative behavior as a form of contribution to the organization (Steger & Duffy, 2012; Allen & Griffeth, 2003). Previous research has shown that POS indirectly fosters creativity by providing emotional support, recognition, and resources that enhance the perception of work meaningfulness (Nguyen et al., 2019; Hemsworth et al., 2024). Thus, it can be affirmed that work meaningfulness serves as a psychological mechanism that mediates the influence of POS on employee creativity, so the higher the organizational support, the greater the potential for creativity to emerge through increased work meaningfulness.
H₇. Work meaningfulness mediates the relationship between perceived organizational support (POS) and employee creativity.
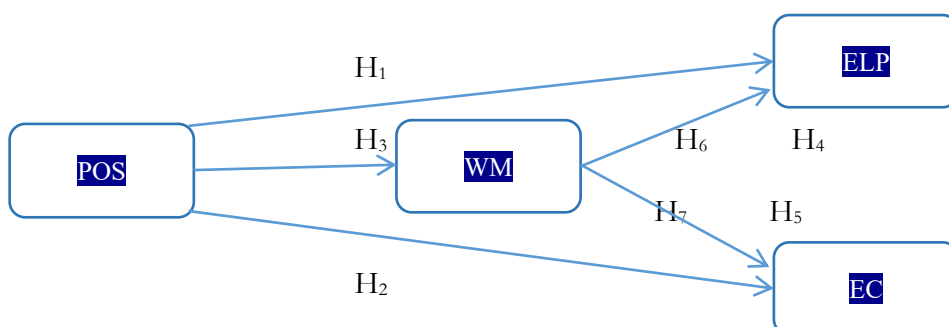
Figure 1. Conseptual Framework

Method

This research uses a multi-stage sampling method with two main stages. The first stage involved determining the research area in Ciayumajakuning (Cirebon Regency, Kuningan Regency, Majalengka Regency, Cirebon City, and Indramayu Regency) through purposive sampling, considering that this area has representative and relatively homogeneous Satpol PP civil servants in terms of organizational characteristics and social context. From a total population of 338 civil servants, a sample size of 170 respondents was determined using the 10:1 rule of thumb (Hair et al., 2019), meaning that each indicator was represented by 10 respondents out of a total of 17 research indicators. Sample distribution was done proportionally in each district/city to maintain representativeness. For example, Kuningan District with 120 civil servants received an allocation of 60 samples, while Majalengka District with 33 civil servants received 17 samples. The second stage used convenience sampling to select respondent individuals, considering ease of access and availability of participation. This strategy is considered adequate because a sample size comparable to the number of indicators can increase validity, reduce potential bias, and strengthen the generalizability of research findings (Hair et al., 2019).

This study uses Structural Equation Modeling (SEM) because it can analyze complex causal relationships between latent variables while simultaneously accounting for their constituent indicators. SEM is considered suitable within the framework of the Theory of Planned Behavior (Ajzen, 2011) because it allows for the simultaneous testing of direct, mediating, and interaction relationships between variables through the integration of measurement and structural models, resulting in more accurate estimations compared to traditional regression (Hair et al., 2019). In the context of this research, SEM is used to test the relationships between Perceived Organizational Support (POS), Work Meaningfulness, Employee Life Satisfaction, and Employee Creativity, specifically the mediating role of work meaningfulness in bridging the influence of POS on ASN life satisfaction and creativity.

No	Variabel	Indikator
1	Perceived Organizational Support (Eisenberger & Stinglhamber, 2011)	a. Recognition of Employee Contributions b. Employee Welfare c. Career Development Support d. Supportive Work Environment e. Organizational Treatment of Employees
2	Work Meaningfulness (Steger & Duffy, 2012).	a. *Positive Meaning in Work* b. *Meaning Making Through Work* c. Greater Good Motivations
3	Employee Life Satisfaction (Diener 1985)	a. Ideal life b. Living conditions. c. Satisfaction with current life. d. Fulfillment of important things in life.

		e. Satisfaction with improved quality of life
4	Employee Creativity Individu (Zhou & George, 2001)	a. New Ideas b. Creative Voice Expression c. Exploration d. Innovation Implementation

Table 1. Measuring Indicators

Result

Respondent Characteristics

In the initial stage of analysis, respondents of this study were categorized according to several hallmarks such as gender, age, and length of work.

Table 2. Respondent Attributes

Characteristic	Amount	Precentage
Gender		
Male	136	80%
Female	34	20%
Age		
20-29 years	15	1,55%
30-39 years	28	15,12%
40-49 years	77	25,97%
50-59 years	50	30,62%
>50 years	15	26,74%
Length of Work		
<5 Tahun	43	2,71%
5-9 Tahun	53	21,32%
10-19 Tahun	40	33,72%
20-29 Tahun	30	42,25%
> 30 Tahun	4	2,71%
Total	170	100,00%

Based on the table of respondent characteristics, the majority of participants in this study were male, totaling 136 people (80%), while only 34 were female (20%). In terms of age, the distribution of respondents is quite diverse, with the largest concentration in the 40–49 age range (77 people, 25.97%) and the 50–59 age range (50 people, 30.62%), indicating that most respondents are at a mature age in their bureaucratic careers. For length of service, the largest proportion is in the 20–29-year group (30 people, 42.25%) and the 10–19-year group (40 people, 33.72%), which shows that the majority of Satpol PP civil servants have long and relatively senior

work experience. Meanwhile, respondents with less than 5 years of service totaled only 43 people (2.71%), and those with over 30 years of service numbered 4 people (2.71%). Overall, this data shows that the characteristics of the respondents are dominated by middle-aged men with medium to long work experience, which can reflect the relatively stable condition of ASN Satpol PP in terms of age and length of service.

Validity and Reliability Test Result

Table 3. Validity and Reliability Test Result

Latent Variable	Indicator Measurement	Standard Loading	Cronbach's Alpha	Composite Reliability	AVE
POS	PO1	0.827	0.811	0.880	0.599
	PO2	0.873			
	PO3	0.843			
	PO4	0.609			
	PO5	0.684			
WM	WM1	0.750	0.797	0.882	0.556
	WM2	0.803			
	WM3	0.825			
	WM4	0.706			
	WM5	0.687			
	WM6	0.692			
ELS	ELS1	0.716	0.838	0.860	0.553
	ELS2	0.652			
	ELS3	0.772			
	ELS4	0.780			
	ELS5	0.789			
EC	EC1	0.838	0.834	0.893	0.678
	EC2	0.868			
	EC3	0.848			
	EC4	0.733			

Based on the results of the construct validity and reliability tests, all latent variables in this study meet adequate measurement criteria. The Perceived Organizational Support (POS) variable was measured using five indicators with standard loadings ranging from 0.609 to 0.873, a Cronbach's Alpha value of 0.811, a Composite Reliability (CR) of 0.880, and an Average Variance Extracted (AVE) of 0.599, indicating good internal reliability. The work meaningfulness variable consisted of six indicators with loadings between 0.687 and 0.825, a Cronbach's alpha of 0.797, a CR of 0.882, and an AVE of 0.556, indicating adequate measurement consistency. Next, employee life satisfaction was measured using five indicators with loadings ranging from 0.652 to 0.789, a Cronbach's alpha of 0.838, a CR of 0.860, and an AVE of 0.553, also meeting reliability standards. Finally, the Employee Creativity variable consists of four indicators with loadings ranging from 0.733 to 0.868, a Cronbach's Alpha of 0.834, a CR of 0.893, and an AVE of 0.678, indicating excellent reliability. Thus, all constructs in this study can be declared valid and reliable because they meet the minimum criteria of loading factor >0.60, Cronbach's Alpha >0.70, CR >0.70, and AVE >0.50 (Hair et al., 2019).

Table 4. Discriminant Validity

	POS	WM	ELS	EC
POS	0.774			

WM	0.493	0.746		
ELS	0.611	0.567	0.744	
EC	0.335	0.349	0.461	0.823

The table above presents the results of the discriminant validity test using the square root of the AVE values (shown on the main diagonal) compared to the correlations between variables. The AVE values for each construct are Perceived Organizational Support (POS) = 0.774, Work Meaningfulness (WM) = 0.746, Employee Life Satisfaction (ELS) = 0.744, and Employee Creativity (EC) = 0.823. All of these values are higher than the correlations between related constructs, such as the POS–WM correlation (0.493), the POS–ELS correlation (0.611), and the POS–EC correlation (0.335). This indicates that each latent variable has good discriminant validity, where the construct better represents its own indicators compared to other constructs. Thus, all variables in this study can be declared discriminantly valid.

Model Fit Test
Table 5. Model Fit Test

CMIN	DF	CMIN/DF
771.033	165	4.673

Model Fit Test The model fit test results indicate that the Chi-Square (CMIN) value is 771.033 with 165 degrees of freedom (DF), resulting in a CMIN/DF ratio of 4.673. Based on the criteria put forward by Marsh & Hocevar (1985), the SEM model can still be considered fit if the Chi-Square/DF ratio falls within the range of 2 to 5. Therefore, although the absolute chi-square value is relatively large, the CMIN/DF ratio of 4.673 still meets the model's suitability criteria. This means that this research model can be said to have an adequate level of fit, although not in the perfect fit category, and is still suitable for further analysis.

Causality Hypothesis Test
Table 6. Causality Test Result

Hypothesis	Estimate	S.E.	C.R.	P-Values
PO → ELS (H1)	0.549	0.122	4.501	***
PO → EC (H2)	0.540	0.185	2.920	0.004
PO → WM (H3)	0.668	0.116	5.750	***
WM → ELS (H4)	0.426	0.099	4.306	***
WM → EC (H5)	0.369	0.145	2.550	0.011

The results of the causality test show that all hypotheses in this research model are proven to be significant. First, the influence of Perceived Organizational Support (PO) on Employee Life Satisfaction (ELS) (H1) has a coefficient estimate of 0.549 with a C.R. value of 4.501 and a p-value of *** (<0.001), indicating a strong and significant positive relationship. Furthermore, PO also significantly influences Employee Creativity (EC) (H2) with an estimate of 0.540, a C.R. of 2.920, and a p-value of 0.004, confirming that organizational support plays an important role in fostering individual creativity. Additionally, PO significantly affects Work Meaningfulness (WM) (H3) with an estimate of 0.668, C.R. 5.750, and a p-value of *** (<0.001), indicating that organizational support increases the sense of meaning in work. In the next relationship, WM significantly influences ELS (H4) with an estimate of 0.426, a C.R. of 4.306, and a p-value of *** (<0.001), indicating that the perception of work meaning can increase employee life satisfaction. Finally, WM also significantly affects EC (H5) with an estimate of 0.369, a C.R. of 2.550, and a p- Thus, all the tested paths were not only significant but also consistently showed that organizational support and work meaning are key factors in increasing employee life satisfaction and creativity.

Mediation Test with Sobel Test

Table 7. Mediation Test with Sobel Test

	Test Statistics	Std. Error	p-Value
PO → WM → ELS (H6)	3.447	0.083	0.001
PO → WM → EC (H7)	2.328	0.106	0.020

The results of the mediation test using the Sobel Test show that both mediation paths tested are significant. On the PO → WM → ELS (H6) path, the test statistic value is 3.447 with a standard error of 0.083 and a p-value of 0.001 (<0.01), indicating that Work Meaningfulness (WM) significantly mediates the relationship between Perceived Organizational Support (PO) and Employee Life Satisfaction (ELS). This means that organizational support not only has a direct impact but also increases employee life satisfaction by enhancing their sense of meaning in work. Furthermore, the path PO → WM → EC (H7) is also significant with a test statistic value of 2.328, a standard error of 0.106, and a p-value of 0.020 (<0.05). This confirms that WM also plays a role as a mediator in the relationship between PO and Employee Creativity (EC), although its strength is more moderate compared to the mediation in H6. Thus, it can be concluded that work meaningfulness is an important psychological mechanism that bridges the role of organizational support on both life satisfaction and employee creativity.

Direct Effects, Indirect Effects and Total Effects

Table 7. Direct, Indirect and Total Effects

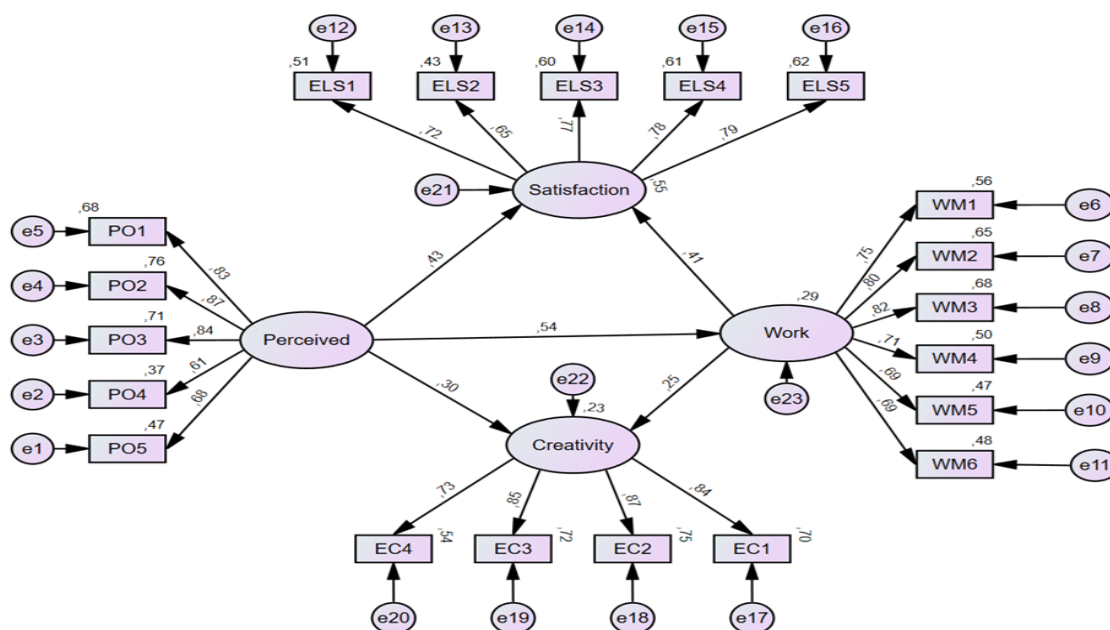| Hypothesis	Direct Effect	Indirect Effect	Total Effect
PO → ELS (H1 & H6)	0.431	0.223	0.654
PO → EC (H2 & H7)	0.296	0.135	0.431
PO → WM (H3)	0.539	-	0.539
WM → ELS (H4)	0.414	-	0.414
WM → EC (H5)	0.251	-	0.251

Figure 2. Inner Model

The results of the direct, indirect, and total effect analysis provide a comprehensive picture of the strength of influence between variables. On the PO → ELS (H1 & H6) path, the direct effect is 0.431 and the indirect effect through WM is 0.223, resulting in a fairly strong total effect of 0.654. This indicates that Perceived Organizational Support (PO) plays a dominant role in increasing Employee Life Satisfaction (ELS), both directly and through the mediating mechanism of Work Meaningfulness (WM). Furthermore, on the PO → EC path (H2 & H7), the direct effect of 0.296 is strengthened by the indirect effect of 0.135, resulting in a total effect of 0.431. This shows that organizational support does indeed boost employee creativity, but some of its contribution comes through an increased sense of meaning in work. In the PO → WM relationship (H3), the direct effect of 0.539 indicates that organizational support is a primary predictor of work meaning, without any other mediating paths. Then, WM → ELS (H4) has a direct effect of 0.414, which confirms the importance of work meaning in increasing life satisfaction. Meanwhile, WM → EC (H5) shows an effect of 0.251, which is relatively smaller than other paths but still significant as a driver of creativity. Overall, these findings confirm that work meaningfulness not only serves as an outcome of PO but also as an important mechanism that strengthens the influence of organizational support on employees' life satisfaction and creativity.

Discussion

The research results indicate that Perceived Organizational Support (POS) plays a significant role in increasing Employee Life Satisfaction among ASN Satpol PP in Ciayumajakuning, West Java. This finding aligns with the Theory of Planned Behavior (Ajzen, 1991), which emphasizes that positive attitudes, subjective norms, and behavioral control are formed through external factors such as organizational support. Civil servants who feel valued and supported by the organization show a more optimistic attitude toward their work, gain social legitimacy in carrying out their duties, and are more confident in balancing work and personal life demands. Empirically, Siagian et al. (2024) and Le et al. (2023) have demonstrated that POS directly improves employee well-being through the provision of facilities, health insurance, and performance recognition. Field findings show that Satpol PP civil servants in Cirebon, Indramayu, Majalengka, and Kuningan who receive adequate equipment, allowances, and moral support from their superiors tend to report higher levels of life satisfaction compared to those facing limited facilities and administrative burdens.

Additionally, POS has been proven to have a positive influence on employee creativity. Organizational support creates psychological safety (Edmondson, 1999), which allows employees to dare to put forward new ideas without fear of risk. This is consistent with Çelik's (2023) research, which shows that POS reduces psychological stress while increasing intrinsic motivation, thereby fostering creativity. Field results show that Satpol PP Ciayumajakuning civil servants who feel valued for their contributions are willing to develop innovative approaches to enforcement, for example, by using more humanistic and persuasive methods when dealing with community resistance.

POS was also found to have a positive influence on work meaningfulness. Organizational support gives deeper meaning to work, as employees feel their contributions are recognized and beneficial to society (Steger & Duffy, 2012). Empirically, Nguyen et al. (2019) showed that POS strengthens the perception of work meaning, especially in the public sector, which is heavily laden with social missions. Field findings support this, as civil servants from the Ciayumajakuning Satpol PP who received moral support, appreciation, and adequate equipment considered their work not just an administrative task but part of their service to maintain public order and protect the community.

Furthermore, work meaningfulness has been shown to increase employee life satisfaction. Meaningful work not only strengthens motivation but also fosters a sense of pride and

psychological satisfaction, which impacts a positive evaluation of life (Steger & Duffy, 2012; Allen & Griffeth, 2003). Field observation results indicate that ASN (civil servants) in the Ciayumajakuning Satpol PP who view their work as a form of public service feel more satisfied with their lives, despite facing high job risks and complex tasks. Additionally, work meaningfulness also influences employee creativity. Meaningful work increases intrinsic motivation (Deci & Ryan, 2000), which encourages employees to generate new ideas in the face of work challenges. Arnoux-Nicolas et al. (2016) assert that the perception of work meaning is positively correlated with innovative behavior. Field findings show that Satpol PP civil servants in Ciayumajakuning who feel their work makes a real contribution to society tend to be more creative in finding enforcement approaches, such as using interpersonal communication to reduce potential conflict.

Furthermore, this study proves that work meaningfulness mediates the relationship between POS and employee life satisfaction. This means that organizational support is more effective in increasing life satisfaction when employees perceive their work positively. The studies by Ng et al. (2022) and Siagian et al. (2024) confirm this mediating role, where work meaning serves as the primary mechanism bridging the relationship between POS and employee well-being. This is reflected in the field findings, where Satpol PP civil servants who received organizational support and also viewed their work as a form of service reported higher levels of life satisfaction compared to those who only received administrative support.

Finally, work meaningfulness was also found to mediate the relationship between POS and employee creativity. Theoretically, POS does create conducive external conditions, but creativity emerges more strongly when employees truly find meaning in their work (Deci & Ryan, 2000). Zhang & Bartol (2010) assert that work meaning serves as an important mediator in linking organizational support with creative behavior. This aligns with field findings in Ciayumajakuning, where Satpol PP civil servants who feel their work has social value are more creative in designing rule enforcement strategies, such as an educational approach to the community, rather than being purely repressive.

Overall, the findings of this study confirm that POS serves not only as an external resource but also as a trigger for the formation of work meaning, which in turn enhances employee life satisfaction and creativity. In the context of the Ciayumajakuning Satpol PP, which faces complex tasks, limited facilities, and high social risks, organizational support has proven to be a buffer factor that strengthens employee well-being and performance, while also encouraging them to work more creatively and meaningfully.

Conclusion

Based on the research findings and field observations, it can be concluded that Perceived Organizational Support (POS) has a significant influence on increasing Employee Life Satisfaction and Employee Creativity among ASN Satpol PP in the Ciayumajakuning region, West Java. Organizational support not only fosters positive attitudes and a sense of security but also strengthens the perception of work meaningfulness, which in turn serves as an important mediator in bridging the relationship between POS and employee life satisfaction and creativity. This indicates that the meaningfulness of work is a key psychological mechanism that makes organizational support more effective in improving the well-being and innovative behavior of civil servants. When workers feel their jobs are valued and meaningful, they are more satisfied and creative in solving problems. Thus, this research underscores the importance of strengthening organizational support integrated with efforts to build work meaning, especially in the public sector, which faces complex demands and high risks like the Satpol PP.

The conclusion of this study confirms the novelty in developing a conceptual model that integrates the Theory of Planned Behavior (TPB) with the concept of work meaningfulness within the context of Indonesian public bureaucracy, specifically for Satpol PP civil servants in West Java. This integration is able to more comprehensively explain how perceived organizational support

(POS) influences life satisfaction and employee creativity through the mechanism of work meaningfulness, an approach that was previously rarely used in public sector studies. This research also makes a theoretical contribution by expanding the scope of TPB through testing in the context of Indonesia's collectivist culture and high power distance, which were proven to influence the formation of ASN work meaning. Empirically, the field findings regarding the paradox of low work meaning despite ASN Satpol PP receiving relatively high remuneration confirm the need for a more contextual, adaptive, and psychologically relevant approach compared to conventional organizational theory. Thus, this research not only enriches academic literature through cross-variable integration and cultural sensitivity but also provides practical contributions to bureaucratic reform strategies and the development of professional, adaptive, and public service-oriented civil servants.

Implication

Practically, the results of this research have important implications for strengthening human resource management policies in the Satpol PP area of Ciayumajakuning, West Java. First, local governments need to strengthen Perceived Organizational Support (POS) through reward policies, protection, and the provision of adequate work facilities and infrastructure. Real support from the organization will shape employees' positive perceptions of their work while also increasing their life satisfaction. Second, to encourage employee creativity, organizations need to create a work environment that allows for innovation, for example, through field simulation-based training, creative idea forums, or providing incentives for innovations in public order enforcement. Third, the research findings confirm that work meaningfulness is an important link between organizational support and increased employee well-being and creativity. Therefore, Satpol PP management needs to emphasize the social significance of the work by highlighting Satpol PP's strategic contributions to public order, community safety, and bureaucratic reform. Fourth, public human resource policies should be directed toward strengthening the balance between the structural demands of the bureaucracy and the psychological needs of civil servants, for example, through work-life balance programs, psychological counselling, and clear role clarification to reduce role conflict. With this strategy, organizational support is not just an administrative formality but truly functions as an instrument of bureaucratic reform capable of increasing the life satisfaction and creativity of Satpol PP civil servants.

Limitation

This research still has limitations, which can be opportunities for further research. First, this research only focuses on civil servants in the Satpol PP in the CIAYUMAJAKUNING region of West Java, so generalizing the results to the broader context of public bureaucracy is still limited; further research could expand the scope to other government agencies or compare across regions with different socio-cultural characteristics. Second, the collectivist culture and power distance variables were only analyzed conceptually, so future research can empirically test their roles as moderating variables influencing the relationship between perceived organizational support, work meaningfulness, life satisfaction, and creativity. Third, this research method is still based on a cross-sectional survey, so it is unable to capture the dynamics of changes in ASN perceptions and behaviors over time; future research is recommended to use a longitudinal or mixed-methods design to learn more about the psychological and social aspects of work meaning formation. Fourth, other external dimensions such as transformational leadership, organizational justice, and the digitalization of bureaucracy are also important to study to gain a more comprehensive understanding of the determinants of civil servants' life satisfaction and creativity in the era of bureaucratic reform. Thus, further research is expected to strengthen the theoretical findings while also providing richer practical recommendations for the development of human resource policies in the public sector.

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