

ABSTRAK

Penelitian ini dilatarbelakangi oleh fenomena rendahnya keterikatan emosional PNS generasi milenial di Dinas Komunikasi dan Informatika Provinsi Jawa Barat, yang meskipun menunjukkan kinerja formal yang stabil, namun cenderung kurang menunjukkan inisiatif, partisipasi, dan keterlibatan terhadap tujuan organisasi. *Perceived Organizational Support* (POS) dipandang sebagai salah satu determinan utama komitmen afektif, namun respon pegawai terhadap dukungan organisasi sering kali bervariasi. Kondisi ini mengindikasikan adanya peran faktor internal seperti *Psychological Capital* (PsyCap) yang berpotensi memengaruhi cara pegawai menafsirkan dukungan tersebut.

Penelitian bertujuan untuk menganalisis pengaruh POS terhadap komitmen afektif serta menguji peran PsyCap sebagai variabel moderasi pada PNS milenial. Metode yang digunakan adalah *explanatory research* dengan pendekatan kuantitatif, menggunakan teknik sensus terhadap 65 responden. Data dikumpulkan melalui kuesioner dan dianalisis menggunakan *Structural Equation Modeling* (SEM) berbasis *Partial Least Squares* (PLS). Hasil analisis deskriptif menunjukkan bahwa tingkat POS, komitmen afektif, dan PsyCap PNS milenial berada pada kategori tinggi. Hasil pengujian struktural menunjukkan bahwa POS berpengaruh positif dan signifikan terhadap komitmen afektif. Namun demikian, PsyCap tidak terbukti memoderasi hubungan antara POS dan komitmen afektif.

Temuan ini menegaskan pentingnya organisasi memperkuat dukungan organisasi guna meningkatkan komitmen afektif PNS milenial. Meskipun efek moderasi PsyCap tidak signifikan, pengembangan modal psikologis tetap relevan untuk membangun kesiapan, optimisme, dan ketahanan pegawai dalam menghadapi dinamika kerja pada era transformasi digital.

Kata Kunci: *Psychological Capital*, *Perceived Organizational Support*, Komitmen Afektif, PNS Milenial

ABSTRACT

This research is motivated by the phenomenon of low emotional attachment among millennial civil servants at the West Java Provincial Communication and Informatics Office, who, despite demonstrating stable formal performance, tend to show limited initiative, participation, and involvement in achieving organizational goals. Perceived Organizational Support (POS) is considered one of the key determinants of affective commitment; however, employees' responses to organizational support often vary. This condition suggests the potential role of internal factors such as Psychological Capital (PsyCap), which may influence how employees interpret such support.

The study aims to analyze the effect of POS on affective commitment and to examine the moderating role of PsyCap among millennial civil servants. The research adopts an explanatory design with a quantitative approach and employs a census technique involving 65 respondents. Data were collected through questionnaires and analyzed using Structural Equation Modeling (SEM) with the Partial Least Squares (PLS) method. The descriptive analysis indicates that POS, affective commitment, and PsyCap levels among millennial civil servants fall into the high category. The structural analysis further shows that POS has a positive and significant effect on affective commitment. However, PsyCap does not significantly moderate the relationship between POS and affective commitment.

These findings highlight the importance of strengthening organizational support to enhance millennial civil servants' affective commitment. Although the moderating effect of PsyCap is not significant, developing psychological capital remains relevant for fostering employees' readiness, optimism, and resilience in facing work dynamics within the digital transformation era.

Keyword: *Psychological Capital, Perceived Organizational Support, Affective Commitment, Millennial Civil Servants*