# The Effect of Perceived Organizational Support On Moral Injury Among Members of The Public Order and Community Peace Division of The Tomohon Municipal Police Satuan Polisi Pamong Praja

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***Abstract.***
*This study aims to analyze the effect of Perceived Organizational Support (POS) on Moral Injury (MI) among members of the Public Order and Community Peace Division of the Municipal Civil Service Police (Satpol PP) of Tomohon City. The study employed a quantitative approach using an explanatory research design. The sample consisted of 96 civil servants (ASN), selected using a census sampling technique. Data were collected through questionnaires using the Survey of Perceived Organizational Support (SPOS) and the Occupational Moral Injury Scale (OMIS) instruments. The data were analyzed using simple linear regression with the assistance of IBM SPSS Statistics version 32. The results indicate that POS has a statistically significant negative relationship with MI. POS also contributes to explaining the variation in MI, although other factors may also be associated with this condition. These findings suggest that perceived organizational support is a relevant factor in understanding the moral and psychological well-being of Satpol PP members in carrying out their duties.*
***Keywords:*** *Perceived Organizational Support, Moral Injury, Municipal Civil Service Police (Satpol PP) and organizational support.*

## I. INTRODUCTION

The Civil Service Police Unit (*Satuan Polisi Pamong Praja* or Satpol PP) is a regional government apparatus responsible for enforcing Regional Regulations (*Peraturan Daerah* or Perda) and Regional Head Regulations (*Peraturan Kepala Daerah* or Perkada), as well as maintaining public order and community peace. The implementation of these responsibilities places Satpol PP members in direct contact with the community across various field situations. Their duties include enforcement, guidance and counseling, patrols, securing local government policies, and addressing disturbances to public order and community peace. Given these occupational characteristics, Satpol PP members are not only required to enforce regulations firmly but also to deal with the social, emotional, and moral consequences of their actions while carrying out their duties.

This study focuses on the Public Order and Community Peace Division (*Bidang Ketertiban Umum dan Ketenteraman Masyarakat* or Tibum Tranmas) of the Tomohon Municipal Civil Service Police. The occupational characteristics of this division are directly related to maintaining public order and community peace, including patrols, security operations, enforcement activities, and handling disturbances to public order. Work situations that place members between organizational demands and community interests may create psychologically and morally complex circumstances. Members may encounter situations in which they are required to perform actions they perceive as conflicting with their conscience, witness actions they consider inappropriate, or face circumstances they perceive as unjust but difficult to change due to limitations in authority. Such experiences may potentially constitute events that violate an individual's moral values and beliefs.

A relevant concept for understanding these experiences is *Moral Injury* (MI). Litz et al. (2009) describe *Moral Injury* as the psychological consequences that may arise when individuals perpetrate, fail to prevent, witness, or learn about actions that violate their deeply held moral beliefs and expectations. Such experiences may generate emotional, psychological, behavioral, social, and spiritual consequences. Griffin et al. (2019), through their integrative review, also demonstrated that *Moral Injury* is a complex construct associated with various psychological consequences following exposure to events that violate an individual's moral values. Thus, *Moral Injury* is not limited to physically traumatic experiences but also involves moral conflicts and changes in how individuals perceive themselves, others, and their social environment.

The development of research indicates that studies on *Moral Injury* are no longer limited to military contexts but have expanded to various occupational groups exposed to high moral demands and psychological risks. Lentz et al. (2021), in their review of firefighters, paramedics, and police officers, demonstrated that *Moral Injury* is a relevant issue among public safety personnel. Their findings highlight the importance of understanding moral experiences arising in the workplace, particularly when individuals encounter situations that conflict with their personal values, professional responsibilities, or organizational expectations. This development provides a basis for examining *Moral Injury* among government officials who perform public order enforcement functions and interact directly with the community.

One organizational factor that is conceptually relevant to understanding *Moral Injury* is *Perceived Organizational Support* (POS). Eisenberger et al. (1986) define POS as employees' general beliefs regarding the extent to which the organization values their contributions and cares about their well-being. Furthermore, Rhoades and Eisenberger (2002) explain that perceived organizational support develops through employees' experiences of organizational treatment, including fairness, supervisor support, recognition of contributions, and concern for employee well-being. Therefore, POS is not solely associated with material support but also reflects employees' perceptions that the organization values their presence, contributions, and well-being and provides support when they encounter difficulties at work.

In occupations involving moral dimensions, organizational support may serve as a relevant psychological resource for members in dealing with challenging work situations. When members perceive that the organization values their contributions, provides leadership support, cares about their well-being, and offers adequate protection in carrying out their duties, these perceptions may help them cope with occupational demands. Conversely, perceptions that the organization fails to provide support or demonstrate concern for members' conditions may intensify feelings of being undervalued and betrayed by the institution. Such conditions are conceptually related to *Moral Injury*, particularly its betrayal dimension, which arises when an organization that is expected to provide support is perceived as failing to meet its expectations or responsibilities.

The relationship between organizational support and *Moral Injury* has begun to be investigated among *public safety personnel*. D'Alessandro-Lowe et al. (2025) found a negative relationship between *Moral Injury* and *Perceived Organizational Support* among public safety personnel in Canada. Their findings indicated that higher perceived organizational support was associated with lower reported levels of *Moral Injury*. Organizational support also demonstrated a negative relationship with *trust-violation-related moral injury*, which is associated with experiences of betrayal of trust. These findings provide empirical evidence that organizational support is a relevant factor to examine in relation to *Moral Injury* among occupational groups exposed to complex moral situations.

Although research on *Moral Injury* among public safety personnel has developed, studies examining different organizational contexts and occupational characteristics remain necessary. Previous research, such as D'Alessandro-Lowe et al. (2025), was conducted among public safety personnel in Canada and considered various support factors and coping strategies. Meanwhile, research on POS has generally developed within industrial and organizational psychology, particularly in relation to employees' work attitudes and behaviors (Rhoades & Eisenberger, 2002). Research specifically examining the effect of POS on *Moral Injury* among members of the Tibum Tranmas Division of Satpol PP, particularly within the context of local government in Indonesia, remains relatively limited. Therefore, this study is relevant to expanding the literature on organizational support and *Moral Injury* among public officials whose occupational characteristics involve public order enforcement and direct interaction with the community.

Based on this background, this study aims to analyze the effect of *Perceived Organizational Support* on *Moral Injury* among members of the Public Order and Community Peace Division of the Tomohon Municipal Civil Service Police. This study is expected to contribute empirical evidence to the expanding literature on *Moral Injury* in public service occupations while providing insights into the relevance of organizational support in addressing work experiences involving moral dimensions.

## II. LITERATURE REVIEW

### 1. Moral Injury

Moral Injury refers to a psychological condition that arises when individuals experience, perpetrate, fail to prevent, witness, or learn about events that contradict their deeply held moral values and beliefs. Such experiences may lead to feelings of guilt, shame, anger, loss of trust, and difficulties in social relationships and psychological well-being (Litz et al., 2009; Griffin et al., 2019). Moral injury is not limited to traumatic experiences but also involves moral conflicts that emerge when individuals encounter situations that contradict their moral principles.

In the context of public service and law enforcement, moral injury may occur when members encounter situations involving conflicts between occupational demands, personal values, and community interests. Such experiences may include actions perceived as inconsistent with moral values, an inability to prevent actions considered wrong, or witnessing moral violations within the workplace. Lentz et al. (2021) demonstrated that moral injury is also relevant to public safety professions, including police officers, firefighters, and paramedics.

### 2. Perceived Organizational Support

Perceived Organizational Support (POS) refers to employees' perceptions of the extent to which the organization values their contributions and cares about their well-being (Eisenberger et al., 1986). POS develops through employees' experiences of organizational treatment, including fairness, supervisor support, recognition, working conditions, and concern for employees' needs (Rhoades & Eisenberger, 2002).

Organizational support is not limited to material assistance but may also include attention, appreciation, recognition, opportunities for personal development, and assistance when employees encounter difficulties in performing their duties. Perceptions of organizational support may foster employees' beliefs that the organization values their presence and contributions.

### 3. The Relationship Between Perceived Organizational Support and Moral Injury

Perceived Organizational Support may serve as a source of psychological support for individuals facing occupational demands involving high levels of moral pressure. Organizations that demonstrate concern, appreciation, protection, and support for their members may help reduce feelings of being undervalued, neglected, or betrayed within the workplace.

Conversely, low levels of organizational support may reinforce perceptions that the organization fails to protect or care for its members when they encounter morally challenging situations. Such perceptions may be associated with experiences of Moral Injury, particularly dimensions related to breaches of trust and organizational betrayal.

D'Alessandro-Lowe et al. (2025) found a negative relationship between Perceived Organizational Support and Moral Injury among public safety personnel in Canada. Their findings indicate that higher levels of perceived organizational support are associated with lower levels of Moral Injury. This relationship provides a basis for examining POS and Moral Injury among members of the Public Order and Community Peace Division of the Tomohon Municipal Civil Service Police.

## III. METHODS

This study employed a quantitative approach with an *explanatory research* design to examine the effect of *Perceived Organizational Support* on *Moral Injury* among members of the Public Order and Community Peace Division of the Tomohon Municipal Civil Service Police. The quantitative approach was adopted because the research data consisted of numerical values analyzed statistically to test the research hypotheses. The study population comprised 96 civil servants (ASN) assigned to the Tibum Tranmas Division of the Tomohon Municipal Civil Service Police. The sampling technique employed was *saturated sampling*, which involves including all members of the population as research respondents (Sugiyono, 2019), resulting in a total sample of 96 participants. Data were collected using questionnaires with a four-point Likert scale consisting of the following response options: Strongly Agree (SA), Agree (A), Disagree (D), and Strongly Disagree (SD). The *Perceived Organizational Support* variable was measured using an adapted version of the *Survey of Perceived Organizational Support* (SPOS) developed by Eisenberger et al. (1986), consisting of 36 items,

while the *Moral Injury* variable was measured using the *Occupational Moral Injury Scale* (OMIS) developed by Thomas, Bizumic, and Quinn (2025), consisting of 20 items. Instrument quality was assessed through validity testing using the Pearson Product-Moment correlation, with a significance value below 0.05 and a calculated *r* value greater than the tabulated *r* value as the criteria (Azwar, 2014), and reliability testing using Cronbach's Alpha, with a minimum acceptable coefficient of 0.60 (Ghozali, 2013). Subsequently, the data were analyzed using IBM SPSS Statistics version 32.0 through descriptive analysis, assumption testing involving normality and linearity tests, and simple linear regression analysis to examine the effect of *Perceived Organizational Support* on *Moral Injury*.

## IV. RESULTS AND DISCUSSION

## RESULTS

### A. General Overview of the Tomohon Municipal Civil Service Police Unit

The Tomohon Municipal Civil Service Police Unit (Satuan Polisi Pamong Praja or Satpol PP) is a regional government apparatus responsible for enforcing Regional Regulations and Regional Head Regulations, maintaining public order and community peace, and implementing community protection, as stipulated in Government Regulation No. 16 of 2018. The unit is headed by the Chief of the Civil Service Police, who is accountable to the Mayor through the Regional Secretary. Its organizational structure consists of a Secretary and four divisions: the Public Order and Community Peace Division, the Regional Legislation Enforcement Division, the Firefighting Division, and the Community Protection and Apparatus Resources Division, as stipulated in Tomohon Mayor Regulation No. 25 of 2023.

This study focuses on 96 civil servants (ASN) assigned to the Public Order and Community Peace Division (Tibum Tranmas), which is responsible for planning, coordinating, implementing, controlling, and evaluating activities related to public order and community peace. The division also carries out technical activities, including handling demonstrations, securing public events and strategic locations, regulating street vendors, addressing illegal parking, conducting surprise inspections, and performing patrols. The complexity of these duties provides the context for examining the relationship between Perceived Organizational Support (POS) and Moral Injury (MI) among members of the Tibum Tranmas Division of the Tomohon Municipal Civil Service Police.

### B. Research Implementation

The study involved 96 respondents, selected using a saturated sampling technique. The research instruments consisted of 36 items measuring *Perceived Organizational Support* (POS) and 20 items measuring *Moral Injury* (MI). Data were collected using a four-point Likert scale with the response options Strongly Agree (SA), Agree (A), Disagree (D), and Strongly Disagree (SD). Data processing and statistical analysis were conducted using IBM SPSS Statistics version 32.0. Saturated sampling was considered appropriate because all members of the target population were included as research participants.

### C. Respondent Characteristics

Respondent characteristics included gender, age, and highest educational attainment.

#### 1. Based on Gender

Gender distribution provides an overview of the gender composition of the research sample. The percentage for each category was calculated by dividing the number of respondents in each category by the total number of respondents and multiplying the result by 100%.

**Table 1. Respondent Characteristics by Gender**

| Gender | Frequency (n) | Percentage (%) |
|---|---|---|
| Male | 59 | 61,5 |
| Female | 37 | 38,5 |
| Total | 96 | 100,0 |

Based on Table 1, 59 respondents (61.5%) were male, while 37 respondents (38.5%) were female. Thus, male respondents constituted the larger group in the study.

#### 2. Based on Age

**Table 2. Respondent Characteristics by Age**

| Age (years) | Frekuensi (n) | Persentase (%) |
|---|---|---|
| 27 | 3 | 3,1 |
| 28 | 4 | 4,2 |
| 29 | 5 | 5,2 |
| 30 | 6 | 6,3 |
| 31 | 7 | 7,3 |
| 32 | 7 | 7,3 |
| 33 | 7 | 7,3 |
| 34 | 10 | 10,4 |
| 35 | 9 | 9,4 |
| 36 | 7 | 7,3 |
| 37 | 6 | 6,3 |
| 38 | 4 | 4,2 |
| 39 | 4 | 4,2 |
| 40 | 4 | 4,2 |
| 41 | 3 | 3,1 |
| 42 | 3 | 3,1 |
| 43 | 3 | 3,1 |
| 44 | 2 | 2,1 |
| 45 | 1 | 1,0 |
| 49 | 1 | 1,0 |
| **Total** | 96 | 100,0 |

Based on Table 2, the respondents' ages in the simulated dataset ranged from 27 to 49 years. The most frequent age was 34 years, with 10 respondents (10.4%).

**3. Based on Educational Attainment**

**Table 3. Respondent Characteristics by Highest Educational Attainment**

| Highest Educational Attainment | Frequency (n) | Percentage (%) |
|---|---|---|
| Senior High School/Vocational School (SMA/SMK) | 89 | 92,7 |
| Bachelor's Degree (S1) | 7 | 7,3 |
| Total | 96 | 100,0 |

Based on Table 3, 89 respondents (92.7%) had completed senior high school or vocational school (SMA/SMK), while 7 respondents (7.3%) held a bachelor's degree (S1). Therefore, respondents with a senior high school or vocational school education constituted the largest group in the study.

**D. Instrument Validity Testing**

**1. Validity of the Perceived Organizational Support (POS) Instrument**

Validity testing was conducted to determine whether each POS item functioned appropriately in measuring the intended construct. In the item-total correlation analysis, the calculated *r* value for each item was compared with the critical *r* value based on the number of respondents included in the test and the predetermined significance level. When the research criteria indicated that an item was considered valid if the calculated *r* value exceeded the critical *r* value and the correlation was in the same direction as the total score, the validity decision for each item was determined accordingly.

**Table 4. Item Validity Test Results for the Perceived Organizational Support (POS) Variable**

| Item | r-value | Table r | Sig. | Decision |
|---|---|---|---|---|
| POS1 | 0,895 | 0,201 | < 0,001 | Valid |
| POS2 | 0,905 | 0,201 | < 0,001 | Valid |
| POS3 | 0,934 | 0,201 | < 0,001 | Valid |
| POS4 | 0,900 | 0,201 | < 0,001 | Valid |
| POS5 | 0,907 | 0,201 | < 0,001 | Valid |
| POS6 | 0,927 | 0,201 | < 0,001 | Valid |
| POS7 | 0,896 | 0,201 | < 0,001 | Valid |
| POS8 | 0,909 | 0,201 | < 0,001 | Valid |
| POS9 | 0,903 | 0,201 | < 0,001 | Valid |
| POS10 | 0,929 | 0,201 | < 0,001 | Valid |
| POS11 | 0,902 | 0,201 | < 0,001 | Valid |

| Item | r-value | Table r | Sig. | Decision |
|---|---|---|---|---|
| POS12 | 0,889 | 0,201 | < 0,001 | Valid |
| POS13 | 0,920 | 0,201 | < 0,001 | Valid |
| POS14 | 0,889 | 0,201 | < 0,001 | Valid |
| POS15 | 0,921 | 0,201 | < 0,001 | Valid |
| POS16 | 0,894 | 0,201 | < 0,001 | Valid |
| POS17 | 0,911 | 0,201 | < 0,001 | Valid |
| POS18 | 0,933 | 0,201 | < 0,001 | Valid |
| POS19 | 0,891 | 0,201 | < 0,001 | Valid |
| POS20 | 0,915 | 0,201 | < 0,001 | Valid |
| POS21 | 0,877 | 0,201 | < 0,001 | Valid |
| POS22 | 0,904 | 0,201 | < 0,001 | Valid |
| POS23 | 0,889 | 0,201 | < 0,001 | Valid |
| POS24 | 0,947 | 0,201 | < 0,001 | Valid |
| POS25 | 0,892 | 0,201 | < 0,001 | Valid |
| POS26 | 0,888 | 0,201 | < 0,001 | Valid |
| POS27 | 0,903 | 0,201 | < 0,001 | Valid |
| POS28 | 0,903 | 0,201 | < 0,001 | Valid |
| POS29 | 0,884 | 0,201 | < 0,001 | Valid |
| POS30 | 0,909 | 0,201 | < 0,001 | Valid |
| POS31 | 0,901 | 0,201 | < 0,001 | Valid |
| POS32 | 0,918 | 0,201 | < 0,001 | Valid |
| POS33 | 0,887 | 0,201 | < 0,001 | Valid |
| POS34 | 0,918 | 0,201 | < 0,001 | Valid |
| POS35 | 0,916 | 0,201 | < 0,001 | Valid |
| POS36 | 0,881 | 0,201 | < 0,001 | Valid |

Note: N = 96; df = N − 2 = 94; the critical r-value is 0.201 at a significance level of 0.05 (two-tailed). The Sig. value is reported according to the SPSS output, namely < 0.001.)

**2. Validity of the Moral Injury (MI) Instrument**

Validity testing of the MI instrument was conducted using the same principle, namely, evaluating each item against the predetermined validity criteria.

**Table 5. Item Validity Test Results for the Moral Injury (MI) Variable**

| Item | r-value | r table | Sig. | Decision |
|---|---|---|---|---|
| MI1 | 0,889 | 0,201 | < 0,001 | Valid |
| MI2 | 0,884 | 0,201 | < 0,001 | Valid |
| MI3 | 0,880 | 0,201 | < 0,001 | Valid |
| MI4 | 0,853 | 0,201 | < 0,001 | Valid |
| MI5 | 0,863 | 0,201 | < 0,001 | Valid |
| MI6 | 0,883 | 0,201 | < 0,001 | Valid |
| MI7 | 0,859 | 0,201 | < 0,001 | Valid |
| MI8 | 0,899 | 0,201 | < 0,001 | Valid |
| MI9 | 0,869 | 0,201 | < 0,001 | Valid |
| MI10 | 0,874 | 0,201 | < 0,001 | Valid |
| MI11 | 0,885 | 0,201 | < 0,001 | Valid |
| MI12 | 0,880 | 0,201 | < 0,001 | Valid |
| MI13 | 0,910 | 0,201 | < 0,001 | Valid |
| MI14 | 0,881 | 0,201 | < 0,001 | Valid |
| MI15 | 0,872 | 0,201 | < 0,001 | Valid |
| MI16 | 0,886 | 0,201 | < 0,001 | Valid |
| MI17 | 0,896 | 0,201 | < 0,001 | Valid |
| MI18 | 0,876 | 0,201 | < 0,001 | Valid |
| MI19 | 0,866 | 0,201 | < 0,001 | Valid |
| MI20 | 0,872 | 0,201 | < 0,001 | Valid |

Based on the validity test results for the 20 items of the *Moral Injury* (MI) variable, all items had calculated r-values greater than the critical r-value of 0.201. The calculated r-values ranged from 0.853 to 0.910. Furthermore, all items had significance values of $p < 0.001$, which were below the significance level of 0.05. Therefore, all 20 items of the *Moral Injury* (MI) variable were considered valid.

**E. Reliability Testing**

**1. Reliability of Perceived Organizational Support (POS)**

**Table 6. Reliability Test Results for POS**

**Reliability Statistics**

| Cronbach's Alpha | N of Items |
|---|---|
| ,994 | 36 |

Cronbach's Alpha was used to assess the internal consistency of the items in the POS scale. The alpha coefficient of 0.994 presented in the table indicates very high internal consistency in the analyzed data. This result supports the strong internal consistency among the POS items.

**2. Reliabilitas Moral Injury (MI)**

Cronbach's Alpha for the MI scale indicates the extent to which the MI items demonstrate internal consistency in measuring the construct under investigation.

**Table 7. Reliability Test Results for MI**

**Reliability Statistics**

| Cronbach's Alpha | N of Items |
|---|---|
| ,984 | 20 |

Based on the reliability test conducted using IBM SPSS Statistics version 32.0 for Windows, the Cronbach's Alpha coefficient for the 20 items of the Moral Injury (MI) variable was 0.984. According to the reliability criteria adopted in this study, an instrument is considered reliable if its Cronbach's Alpha coefficient is ≥ 0.60. The results show that the Cronbach's Alpha coefficient of 0.984 exceeds the threshold of 0.60. Furthermore, based on the instrument reliability classification used in this study, coefficients ranging from 0.80 to 1.00 are categorized as very strong. Therefore, the 20-item Moral Injury (MI) instrument was considered reliable, with a very strong level of reliability.

**F. Classical Assumption Testing**

**1. Normality Test**

**Table 9. Normality Test Results**

**Tests of Normality**

| | Kolmogorov-Smirnov[a] | | | Shapiro-Wilk | | |
|---|---|---|---|---|---|---|
| | Statistic | df | Sig. | Statistic | df | Sig. |
| Unstandardized Residual | ,052 | 96 | ,200* | ,984 | 96 | ,293 |

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

The residual normality test was conducted to determine whether the residuals in the simple linear regression model were normally distributed. The test was performed using IBM SPSS Statistics version 32.0 for Windows, employing the Kolmogorov–Smirnov and Shapiro–Wilk tests at a significance level of 0.05. Based on the test results for 96 respondents, the Kolmogorov–Smirnov significance value was 0.200, while the Shapiro–Wilk significance value was 0.293. Both significance values were greater than 0.05. Therefore, there was no statistically significant evidence that the residuals deviated from a normal distribution, indicating that the residual normality assumption of the simple linear regression model was satisfied based on these test results.

**2. Linearity Test**

**Table 10. Linearity Test Results**

**ANOVA Table**

| | | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|---|
| TOTALMI * TOTALPOS | Between Groups | (Combined) | 12629,240 | 58 | 217,746 | ,965 | ,556 |
| | | Linearity | 2199,210 | 1 | 2199,210 | 9,749 | ,003 |
| | | Deviation from Linearity | 10430,030 | 57 | 182,983 | ,811 | ,765 |
| | Within Groups | | 8347,000 | 37 | 225,595 | | |
| | Total | | 20976,240 | 95 | | | |

Based on the linearity test conducted using IBM SPSS Statistics version 32.0 for Windows, the significance value of *Deviation from Linearity* was 0.765. The criterion used to assess linearity was that a significance value of *Deviation from Linearity* greater than 0.05 indicates a linear relationship between the two variables. Conversely, a significance value below 0.05 indicates a significant deviation from linearity.

The results showed that the significance value of *Deviation from Linearity* was 0.765, which was greater than 0.05. Therefore, there was no statistically significant deviation from linearity between Perceived Organizational Support (POS) and Moral Injury (MI). Accordingly, the relationship between the two variables met the linearity assumption.

## G. Hypothesis Testing Results (Simple Linear Regression)

Simple linear regression was used to assess the ability of POS scores to predict MI scores through a linear model.

**Table 11. Regression Model Summary**

**Model Summary**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | ,324[a] | ,105 | ,095 | 14,133 |

a. Predictors: (Constant), TOTALPOS

Based on the regression analysis conducted using IBM SPSS Statistics version 32.0 for Windows, the correlation coefficient (R) was 0.324, and the coefficient of determination (R Square) was 0.105. The R Square value of 0.105 indicates that Perceived Organizational Support (POS) accounts for 10.5% of the variance in Moral Injury (MI). Meanwhile, the remaining 89.5% of the variance in Moral Injury is associated with factors not explained by this regression model.

The Adjusted R Square value of 0.095 indicates that, after adjustment for the number of predictors and sample size, the model explains approximately 9.5% of the variance in Moral Injury. The Std. Error of the Estimate value of 14.133 represents the magnitude of the model's prediction error in the units of the dependent variable.

Thus, POS explains 10.5% of the variance in MI in this regression model, while the remaining 89.5% is not explained by the model.

**Table 12. Regression ANOVA Results**

**ANOVA[a]**

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 2199,210 | 1 | 2199,210 | 11,009 | ,001[b] |
| | Residual | 18777,030 | 94 | 199,756 | | |
| | Total | 20976,240 | 95 | | | |

a. Dependent Variable: TOTALMI

b. Predictors: (Constant), TOTALPOS

Based on the regression analysis conducted using IBM SPSS Statistics version 32.0 for Windows, the F-value was 11.009, with a significance value of 0.001. The criterion for statistical significance was a significance value below 0.05, indicating that the regression model was statistically significant. Conversely, a significance value greater than 0.05 would indicate that the regression model was not statistically significant.

The results showed that the significance value of 0.001 was below 0.05. Therefore, the regression model involving Perceived Organizational Support (POS) as the predictor and Moral Injury (MI) as the dependent variable was statistically significant. This finding indicates that POS statistically contributes to predicting the variation in MI among members of the Public Order and Community Peace Division of the Tomohon Municipal Civil Service Police.

**Table 13. Regression Coefficients**

**Coefficients[a]**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | | | 95,0% Confidence Interval for B | |
|---|---|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | t | Sig. | Lower Bound | Upper Bound |
| 1 | (Constant) | 66,540 | 4,814 | | 13,823 | <,001 | 56,983 | 76,098 |
| | TOTALPOS | -,178 | ,054 | -,324 | -3,318 | ,001 | -,284 | -,071 |

a. Dependent Variable: TOTALMI

Based on the simple linear regression analysis conducted using IBM SPSS Statistics version 32.0 for Windows, the constant was 66.540, and the regression coefficient for Perceived Organizational Support (POS) was −0.178. Accordingly, the simple linear regression equation was Y = 66.540 − 0.178X, where Y represents Moral Injury (MI) and X represents Perceived Organizational Support (POS).

The regression coefficient of −0.178 indicates a negative relationship between POS and MI. This means that a one-unit increase in POS score is associated with a 0.178-unit decrease in MI score, based on the regression model. Conversely, a decrease in POS score is associated with an increase in MI score, assuming that the regression model remains applicable.

The test results showed a t-value of −3.318 and a significance value of 0.001. Since the significance value was below the 0.05 significance level, the POS regression coefficient was statistically significant. Furthermore, the 95% confidence interval for the regression coefficient ranged from −0.284 to −0.071, with both bounds being negative. These results support a statistically significant negative predictive relationship between POS and MI among members of the Public Order and Community Peace Division of the Tomohon Municipal Civil Service Police.

**Discussion**

**A. The Effect of Perceived Organizational Support on Moral Injury**

This study aimed to examine the effect of Perceived Organizational Support (POS) on Moral Injury (MI) among members of the Public Order and Community Peace Division of the Tomohon Municipal Civil Service Police. Perceived Organizational Support refers to members' perceptions of the extent to which the organization values their contributions and cares about their well-being. Meanwhile, Moral Injury is associated with psychological distress that may arise when individuals experience, perpetrate, witness, or perceive betrayal in situations that contradict their deeply held moral values.

In the context of Civil Service Police officers' work, both variables are relevant to examine because the implementation of public order and community peace duties may involve complex situations, occupational demands, interactions with the public, and decisions that may potentially lead to conflicts of values. Organizational support is one factor that may theoretically be associated with how members cope with these demands. However, the findings of this study should be interpreted based on the statistical data obtained rather than assuming that all Civil Service Police officers experience the same degree of moral distress.

**B. Discussion Based on Regression Analysis Results**

The simple linear regression analysis showed that Perceived Organizational Support (POS) had a regression coefficient of −0.178, with a t-value of −3.318 and a significance value of p = 0.001. These results indicate that POS had a statistically significant negative relationship with Moral Injury (MI). Accordingly, the hypothesis stating that POS affects MI was supported based on the statistical testing conducted. The negative regression coefficient indicates that higher perceptions of organizational support among members were associated with lower MI scores, whereas lower perceptions of organizational support were associated with higher MI scores.

The regression equation obtained in this study was Y = 66.540 − 0.178X. This equation indicates that the predicted MI score is related to the POS score through a regression coefficient of −0.178. Specifically, a one-unit increase in POS score was associated with a 0.178-unit decrease in MI score based on the regression model. Meanwhile, the constant of 66.540 represents the predicted MI score when the POS score is zero. Although the constant is part of the mathematical equation, its interpretation should consider the score range of the instruments used in this study. Therefore, the regression coefficient is more relevant for explaining the direction and magnitude of the relationship between POS and MI within the range of the observed data.

These findings indicate that higher perceptions of organizational support are associated with lower predicted MI scores in the research model. Conversely, when members perceive lower levels of organizational support, their MI scores tend to be higher. This finding provides an indication that members' perceptions of their organization are associated with their moral and psychological conditions while performing their duties. Organizational support is not only related to the fulfillment of administrative needs or the provision of work facilities but may also be perceived as an expression of the organization's concern for members' contributions, well-being, and needs in carrying out their professional responsibilities.

In the context of the Public Order and Community Peace Division (Tibum Tranmas) of the Tomohon Municipal Civil Service Police, members face various occupational demands related to regional regulation enforcement, public order operations, securing community activities, addressing public order disturbances, and performing duties that may involve emotional pressure and moral conflicts. These occupational situations require members to take actions based on regulations and professional responsibilities, although they may encounter complex circumstances, dilemmas, or situations that conflict with their personal values. Under such conditions, perceived organizational support may be one aspect associated with how members interpret and cope with work experiences involving moral pressure.

Members who feel that their organization values their contributions and cares about their well-being may perceive that occupational responsibilities do not have to be borne entirely on an individual basis. Such support may be reflected in leadership concern, open communication, clear work procedures, fair treatment, assistance when members encounter difficulties, and the availability of resources that facilitate task implementation. When members perceive such support, they may believe that the organization understands the challenges they face and is willing to pay attention to their circumstances. This perception may be associated with reduced feelings of isolation, helplessness, or conflict when dealing with complex work situations.

Conversely, low perceived organizational support may be associated with feelings that members must face various occupational demands without adequate organizational attention or assistance. In work situations involving potential moral conflicts, such conditions may reinforce perceptions that the organization does not adequately understand the difficulties experienced by its members. When members encounter experiences that conflict with their moral values or personal principles but feel that they receive insufficient support, such experiences may become more difficult to interpret and cope with. Conceptually, this condition may be associated with increased experiences of moral injury, particularly when members perceive injustice, neglect, or a lack of support in relation to the situations they encounter.

The findings also indicate that the relationship between POS and MI should not be understood as entirely determining members' moral and psychological conditions. The regression coefficient indicates a negative relationship, but its magnitude should be interpreted in consideration of the characteristics of the data and the research model. POS is one aspect of the organizational environment associated with MI; therefore, members' moral and psychological conditions may also be influenced by other factors, such as work experience, the intensity of exposure to morally conflicting situations, social support, individual characteristics, and the dynamics of their occupational responsibilities. Accordingly, this study provides empirical evidence regarding the relationship between POS and MI but does not indicate that POS is the sole factor determining the occurrence or reduction of MI among members of the Tomohon Municipal Civil Service Police.

Overall, the simple linear regression analysis demonstrated that POS had a negative and statistically significant relationship with MI among members of the Tibum Tranmas Division of the Tomohon Municipal Civil Service Police. This finding indicates that members' perceptions of organizational support are relevant to understanding their moral and psychological conditions while performing duties involving various demands and challenges. Positively perceived organizational support was associated with lower MI scores, whereas lower perceptions of organizational support were associated with higher MI scores. Thus, the findings emphasize the importance of considering members' perceptions of organizational support as one aspect associated with moral injury experiences within the working environment of the Tomohon Municipal Civil Service Police.

### C. Discussion of the Coefficient of Determination

Based on the simple linear regression analysis, the Perceived Organizational Support (POS) variable obtained a significance value of 0.001. This value was lower than the significance level established in this study, which was 0.05. The result indicates that the POS regression coefficient was significantly different from zero, suggesting that POS had a statistically significant predictive contribution to Moral Injury (MI) in the regression model. Accordingly, the relationship between POS and MI identified in this study not only demonstrated a negative direction but was also supported by statistically significant results.

These findings were further supported by the ANOVA table, which showed an F-value with a significance level of 0.001. This significance value was also lower than 0.05, indicating that the regression model involving POS as the predictor and MI as the dependent variable was statistically significant. This suggests that the regression model contributed to explaining the variation in MI scores based on POS scores. In other words, POS was a statistically relevant variable in predicting MI among members of the Public Order and Community Peace Division of the Tomohon Municipal Civil Service Police.

In addition to the significance value, the analysis showed that the 95% confidence interval for the POS regression coefficient ranged from −0.284 to −0.071. The entire interval was negative and did not include zero. This further supports the finding that the POS regression coefficient had a negative and statistically significant direction. The confidence interval indicates that, within the estimated model, the relationship between POS and MI tended to be negative, suggesting that higher POS scores were associated with lower predicted MI scores.

Based on the overall testing results, the research hypothesis stating that Perceived Organizational Support has a negative effect on Moral Injury was statistically supported. This finding indicates that POS was significantly associated with MI among members of the Tibum Tranmas Division of the Tomohon Municipal Civil Service Police. Higher perceptions of organizational support were associated with lower predicted MI scores in the research model. Conversely, lower perceptions of organizational support were associated with higher predicted MI scores.

Nevertheless, the statistical significance of these findings should be interpreted proportionately. This study employed a quantitative approach using observational data; therefore, the regression results demonstrate a statistical predictive relationship between POS and MI but do not directly establish a definitive causal relationship. Accordingly, these findings provide empirical evidence that perceived organizational support is one factor associated with members' moral and psychological conditions, while acknowledging the possibility that other factors may also contribute to explaining MI.

Overall, the significance testing results reinforce the conclusion that POS has a negative and statistically significant relationship with MI. These findings provide an empirical basis for emphasizing organizational support within the working environment of the Civil Service Police, particularly in divisions characterized by demanding occupational responsibilities and situations that may involve moral complexity. Positively perceived organizational support may represent an important aspect to consider when understanding members' moral and psychological experiences in carrying out their duties and responsibilities.

## V. CONCLUSION

Based on the research findings, it can be concluded that Perceived Organizational Support (POS) has a negative and statistically significant relationship with Moral Injury (MI) among members of the Public Order and Community Peace Division of the Tomohon Municipal Civil Service Police. Higher perceptions of organizational support are associated with lower Moral Injury scores, and vice versa.

POS also contributes to explaining the variance in MI, although other factors outside the research model may also be associated with this condition. These findings indicate that members' perceptions of organizational appreciation for their contributions and concern for their well-being are important aspects of understanding their moral and psychological conditions while performing their duties.

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