



The Effect of Organisational Support, Work Engagement, Job Satisfaction on  
Organisational Commitment  
(Study on Employees of the Education Personnel Sector at the University of Mataram)

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<http://dx.doi.org/10.18415/ijmmu.v11i9.6143>

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**Abstract**

The purpose of this study was to determine the effect of organisational support, Work Engagement and Job Satisfaction on Organisational Commitment in educational staff employees at the University of Mataram. With a quantitative research approach, the population of this study was 355 people, and the sampling method in this study used the Slovin formula, so that the number of samples in this study was also 183 people. The data analysis technique used in this research is Structural Equation Modelling-Partial Least Square (SEM-PLS) with the help of the SmartPLS 4.0 program. The results showed that organisational support has a positive and significant effect on organisational commitment, Work Engagement has a positive and significant effect on organisational commitment, organisational support has a positive effect on job satisfaction, Work Engagement has a positive effect on job satisfaction, job satisfaction has an effect on organisational commitment, organisational support has a positive effect on organisational commitment through job satisfaction, Work Engagement has a positive effect on organisational commitment through job satisfaction. This study recommends that there should be an evaluation of the organisational support provided so that it is possible to increase the commitment of employees.

**Keywords:** *Organisational Support; Work Engagement; Job Satisfaction; and Organisational Commitment*

**Introduction**

Mataram University Education Personnel is an important integral part that supports administrative tasks that support the performance process of Mataram University. Based on the Employee Performance Target (SKP) report system for Education Personnel (TENDIK) at the University of Mataram in 2023, it shows very high achievements and performance values that exceed organisational expectations. This illustrates that TENDIK employees are able to complete their tasks in accordance with those set by the organisation. Where one of the factors that influence this is the commitment of employees to provide their maximum performance for the achievement of organisational goals and targets.

The achievement of the vision and goals of the organisation is highly dependent on the ability of its human resources (HR), therefore, the positive attitude of the individuals in the organisation plays an important role as a stimulus for productivity and performance improvement. Such as how they are committed to the organisation and involved in the process of achieving the vision and goals of the organisation. Meyer, and Allen, in Luthans, (2006) explain that organisational commitment is multi-dimensional where each dimension explains the reasons for the emergence of organizational commitment from members to the organisation. According to Meyer *et al.*, (1993) When the organisation provides support and attention to its members, it will generate a response in the form of commitment to remain part of the organisation.

According to Mathis and Jackson, (2011) organisational support is job support, and productive peer management. Muse and Stamper (2007) define perceived organisational support as the extent to which employees feel that their contributions are valued by their organisation and that the organisation cares about their well-being.

Several previous studies have examined the effect of organisational support on organisational commitment such as those conducted by Metria and Riana, (2018); and Sinambela, (2021) stated that employees who receive support from their organisation are proven to be able to increase organisational commitment. However, different findings were shown by Fikran *et al.*, (2023) which stated that organisational support had no significant effect on organisational commitment.

The next factor that can affect organisational commitment is work engagement. According to Robbins, (2014) Work Engagement is defined as the level to which a person can identify with his job, actively participate in his work, and realise that what he does is important to his self-esteem. Meanwhile, according to Cohen, (2003) says Work Engagement is when someone internalises values about the goodness of the work or how important the work is to them.

Several previous studies have examined the effect of work engagement on organisational commitment such as those conducted by Tanjung, (2020); Liwun, and Prabowo, (2015) which state that the higher the level of work engagement shown by a person towards their duties and responsibilities towards the organisation will further increase their commitment to the organisation. However, different findings are shown by Rikmaratri, & Prohimi, (2018) and Saputra, & Rahardjo, (2017) which state that work engagement cannot cause employees to have a commitment to stay with the company or organisation.

Based on the findings of previous research which still show inconsistencies in results, this study tries to retest and validate these findings, and involves job satisfaction as a mediating variable in the influence between organisational support and Work Engagement on organisational commitment. Some previous research findings have shown findings that allow a relationship pattern where job satisfaction allows it to be used as a mediating variable in the influence between organisational support and Work Engagement on organisational commitment as conducted by Sari, (2019); Yakup, (2017); and Puspitawati, and Riana, (2014).

## **Literature Review**

### **Organisational Commitment**

Organisational commitment is when an employee is strongly attracted to the goals, values and objectives of his or her organisation (Steers & Porter, 2011). Organisational commitment is an organisational identity, loyalty values, duties, personal inclinations and personal values, which are influenced by organisational interventions and all efforts to achieve organisational goals (Wiener 1982). Meanwhile, Becker *et al.* (1996) emphasised the definition of organisational commitment as employees'

psychological attachment to their organisation and associated with desired outcomes such as job satisfaction, motivation and attendance.

### Organisational Support

According to Robbins, (2014) organisational support is a condition where the organisation can understand its members. According to Mathis and Jackson, (2011) organisational support is work support, and productive peer management. Muse and Stamper (2007) define perceived organisational support as the extent to which employees feel that their contributions are valued by their organisation and that the organisation cares about their well-being. Gouldner, (1960) stated that employees who perceive high levels of organisational support are more likely to respond to their organisation with positive attitudes such as strengthened organisational commitment and job satisfaction.

### Work Engagement

Robbins (2017) states that work engagement is defined as the degree to which a person can identify with his work, actively participate in his work, and realise that what he does is important to his self-esteem. Cohen, (2003) also says work engagement is when a person internalises values about the goodness of the work or how important the work is to them.

### Job Satisfaction

According to Rivai and Mulyadi, (2012) job satisfaction is a *security feeling* or a sense of security of employees against work both in terms of socio-economic (salary and social security) and psychological aspects such as career development opportunities and so on. According to Robbins (2014) "suggests job satisfaction is a general attitude towards one's job that shows the difference between the amount of appreciation workers receive and the amount they believe they should receive". Meanwhile, Locke (1969), "defines job satisfaction as a level of positive and pleasant emotions for individuals.

### Conceptual Framework

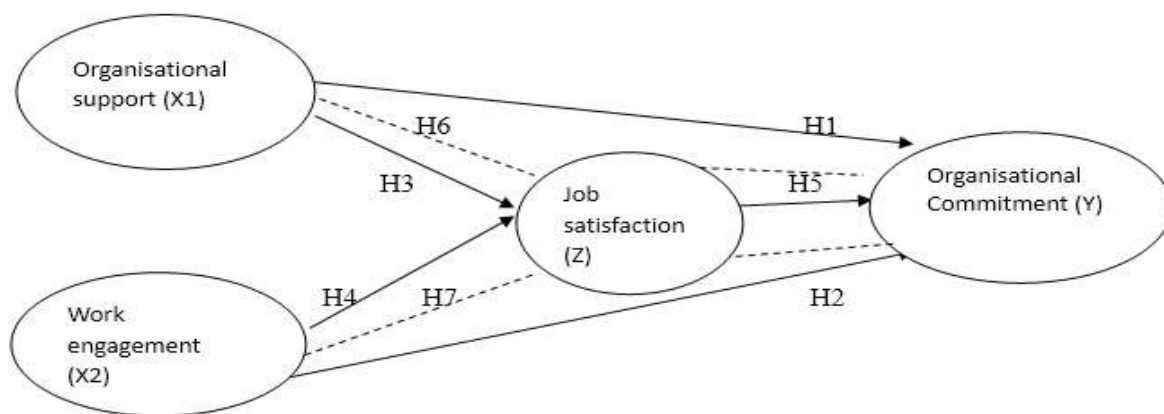


Figure 1. Conceptual framework

### Hypothesis

H1: Organisational Support has a Positive and Significant Effect on Organisational Commitment.

H2: Work Engagement has a Positive and Significant Effect on Organisational Commitment.

H3: Organisational Support Has a Positive and Significant Effect on Job Satisfaction.

H4: Work Engagement Has a Positive and Significant Effect on Job Satisfaction

H5: Job Satisfaction Has a Positive and Significant Effect on Organisational Commitment

H6: Job Satisfaction Mediates the Effect of Organisational Support on Organisational Commitment

H7: Job Satisfaction Mediates the Effect of Job Engagement on Organisational Commitment

### Research Methodology

The method used in this research is a quantitative method that is causal associative (Malhotra, 2009). The number of samples in this study were 183 respondents. The data collection tool uses a questionnaire distributed online in the form of a google form which is measured using a Likert scale of 1-5. The data was analysed using the SEM (*structural equation model*) method using SmartPLS version 3.0 software.

### Validity and Reliability Test Results

Table 1. Validity and Reliability Test Results

Item	Outer loading	Composite Reliability	Average Variance Extracted (AVE)	Cronbach's Alpha
X1.1	0.860	0.971	0.788	0.967
X1.2	0.882			
X1.3	0.913			
X1.4	0.906			
X1.5	0.905			
X1.6	0.851			
X1.7	0.908			
X1.8	0.886			
X1.9	0.879			
X2.1	0.812	0.970	0.730	0.966
X2.2	0.759			
X2.3	0.823			
X2.4	0.898			
X2.5	0.767			
X2.6	0.904			
X2.7	0.857			
X2.8	0.877			
X2.9	0.878			
X2.10	0.922			
X2.11	0.905			
X2.12	0.833			
Y1	0.778	0.952	0.686	0.942
Y2	0.764			
Y3	0.857			
Y4	0.789			
Y5	0.875			
Y6	0.852			
Y7	0.765			
Y8	0.880			
Y9	0.883			
Z1	0.894			
Z2	0.867			

Z3	0.810	0.975	0.720	0.972
Z4	0.892			
Z5	0.752			
Z6	0.774			
Z7	0.871			
Z8	0.884			
Z9	0.890			
Z10	0.837			
Z11	0.849			
Z12	0.897			
Z13	0.890			
Z14	0.875			
Z15	0.722			

Source: Data processed by researchers, 2024.

Based on the data table above, it can be seen that the outer model value or the correlation between the construct and the variable shows that overall it meets the standard outer loading value of greater than 0.7 so that it is declared valid Hair *et al.*, (2014). In addition, from the table above, it can be seen that the AVE value of all variables is > 0.5 so that it is declared valid. For the Cronbach's alpha and composite reliability values of all variables > 0.7 so that it is declared reliable Hair *et al.*, (2014).

**Results and Discussion**

In principle, this study uses 1 variable that is influenced by other variables. The results of the *R-Square* value of the Work Productivity variable (Y) are 0.894 or 89.4%, meaning that the variables of Organisational Support, Work Engagement, and Job Satisfaction can substantially explain the Organisational Commitment variable with a level of 89.4% while the rest is influenced by other factors that are not included in this research variable.

**Hypothesis Testing Results**

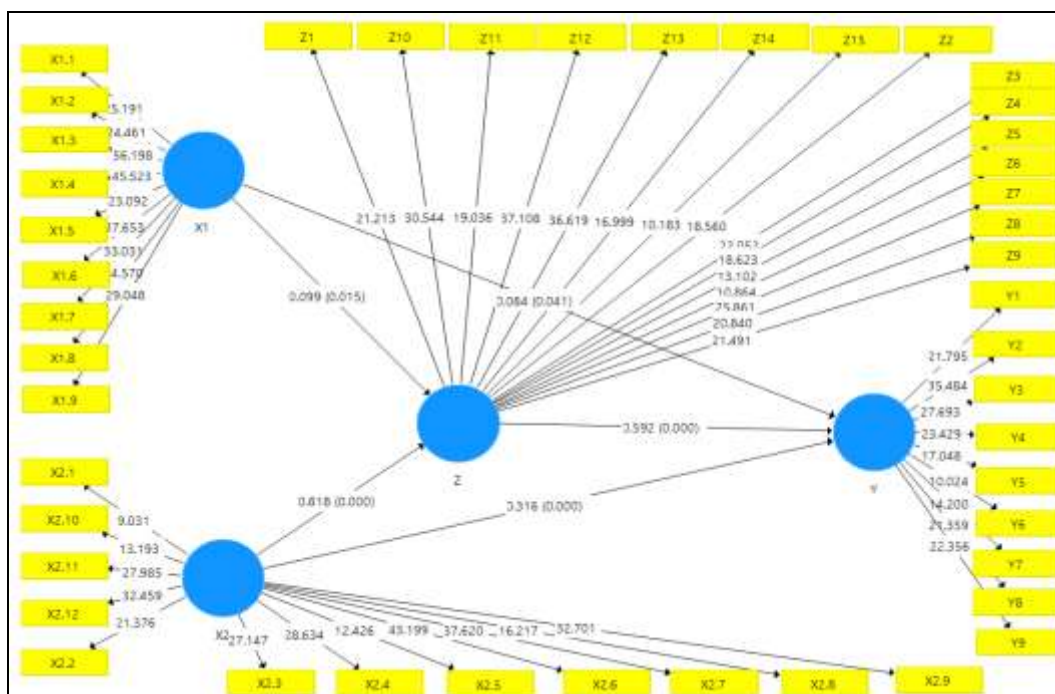


Figure 2. Path Coefficients

Table 2. Hypothesis Test Results

Hypothesis	Influence between Variables	Original Sample	t-Statistics	P Values	Description
H1	X.1 -> Y	0.084	2.048	0.041	Proven
H2	X.2 -> Y	0.316	4.922	0.000	Proven
H3	X.1 -> Z	0.099	2.431	0.015	Proven
H4	X2 -> Z	0.818	28.360	0.000	Proven
H5	Z->Y	0.592	9.251	0.000	Proven
H6	X1->Z -> Y	0.058	2.280	0.023	Proven
H7	X2->Z -> Y	0.484	8.478	0.000	Proven

Source: Data processed by researchers, 2024.

Based on the results of hypothesis testing in the table above, it can be concluded that organisational support, and work engagement have a positive and significant effect on job satisfaction and organisational commitment. Furthermore, job satisfaction has a positive and significant effect on organisational commitment. And finally, job satisfaction mediates the effect of organisational support and Work Engagement on organisational commitment.

## Discussion

### The Effect of Organisational Support on Organisational Commitment

Based on the results of Hypothesis testing (H1), it shows that Organisational Support has a positive and significant effect on Organisational Commitment. From the results of hypothesis testing, it can be seen that the original sample value is positive by 0.084 with a t-statistic value of 2.048 value > t table of 1.96 and a p-value of 0.041 > 0.05. When employees feel that they get optimal organisational support from their organisation, it can be a stimulant for the emergence of positive attitudes from employees towards their organisation such as a strong commitment to remain part of the organisation. This is in line with the research findings where the educational staff of Mataram University during their work have received support from their organisation such as work welfare by providing facilities and infrastructure to support their performance, then getting support from their leaders and superiors in the productivity process and getting awards in the form of promotions for their career development in the organisation. This positive organisational support makes employees more committed to their organisation. In line with the research findings where the organisational support received by employees affects their affective commitment which makes them committed to remain part of the organisation in the long term.

According to Robbins, (2014) organisational support is a condition where the organisation can understand its members. According to Mathis and Jackson, (2011) organisational support is work support, and productive peer management. Muse and Stamper (2007) define perceived organisational support as the extent to which employees feel that their contributions are valued by their organisation and that the organisation cares about their well-being. Meglino *et al.* (1992) stated that employees who perceive high levels of organisational support are more likely to respond to their organisation with positive attitudes such as strengthened organisational commitment. The findings of this study support the findings of previous literature such as those conducted by Metria and Riana, (2018); and Sinambela, (2021) which state that employees who receive support from their organisation are proven to be able to increase organizational commitment to work which has implications for the better performance displayed.

### The Effect of Work Engagement on Organisational Commitment

Based on the results of Hypothesis testing (H2) shows that Work Engagement has a positive and significant effect on Organisational Commitment. From the results of hypothesis testing, it can be seen that the original sample value is positive at 0.316 with a t-statistic value of 4.922 value > t table of 1.96

and a p-value of  $0.000 > 0.05$ . High Work Engagement can be a sign of an employee's high level of commitment to their organisation. This is in line with the research findings which show that the educational staff of Mataram University have a high level of Work Engagement where employees consider their work as something valuable that must be maintained and always show their active participation in the process of achieving the goals and vision of the organisation. The high level of work engagement of employees is in line with their commitment to the organisation, this is in accordance with the research findings where employees show their commitment to the organisation by showing feelings of emotional attachment to the organisation. In addition, employees feel that there are similarities between their values and those of the organisation they work for.

Robbins (2017) states that work engagement is defined as the degree to which a person can identify with his work, actively participate in his work, and realise that what he does is important to his self-esteem. Cohen, (2003) also says work engagement is when a person internalises values about the goodness of the work or how important the work is to them. Luthans, (2006) emphasizes the definition of organisational commitment as an individual's attitude in the organisation that shows a strong desire to remain part of the organisation. Meanwhile, Becker *et al.* (1996) emphasize the definition of organisational commitment as employees' psychological attachment to their organisation and is related to desired outcomes such as job satisfaction, motivation and attendance. Rachman, Suryatni, and Suparman, (2023) state that organisational commitment is a reflection of employee personality, which is shown through the attitude and Work Engagement of employees in the productive process of the organisation. The results of this study are in line with some of the results of previous research conducted by Tanjung, (2020); and Liwun, and Prabowo, (2015) which state that the higher the level of Work Engagement intensity shown by a person towards their duties and responsibilities towards the organisation will further increase their commitment to the organisation such as the desire to continue to be and become part of the organisation.

### **The Effect of Organisational Support on Job Satisfaction**

Based on the results of Hypothesis testing (H3), it shows that Organisational Support has a positive and significant effect on Job Satisfaction. From the results of hypothesis testing, it can be seen that the original sample value is positive by 0.099 with a t-statistic value of 2.431 value  $>$  t table of 1.96 and a p-value of  $0.015 > 0.05$ . Optimal organisational support will make employees feel more valued and important by their organisation. Such a situation will have an impact on the psychological well-being of employees and will create a feeling of satisfaction from employees towards the work that the organisation assigns to them. In line with the research findings where the education staff of Mataram University have good job satisfaction where employees feel satisfied, especially with the division of labour in accordance with their competence and capacity. In addition, employees also feel that people in the work environment such as leaders and colleagues have good synergy and can work together in the process of productivity and achieving organisational goals.

Organisational support perceived by an individual is the extent to which employees feel that their contributions are valued by their organisation and that the organisation cares about their well-being (Muse and Stamper, 2007). In line with that, Rhoades and Eisenberger (2002) explain organisational support as employees' perceptions of the extent to which the organisation values their contributions and cares about their well-being. Where organisational support will have an impact on the positive attitudes of members as conveyed by Gouldner, (1960) employees who feel a high level of organisational support are more likely to respond to their organisation with a positive attitude, one of which is job satisfaction. According to Robbins (2017) "suggests job satisfaction is a general attitude towards one's job that shows the difference between the number of awards workers receive and the amount they believe they should receive". The findings of this study are in line with the results of previous studies such as those conducted by Sari, (2019); and Hidayanti *et al.*, (2020) which state that organisational support has a positive and significant effect on employee job satisfaction where the stronger organisational support received and felt by employees will increase their job satisfaction.

### The Effect of Work Engagement on Job Satisfaction

Based on the results of Hypothesis testing (H4), it shows that Work Engagement has a positive and significant effect on Job Satisfaction. From the results of hypothesis testing, it can be seen that the original sample value is positive at 0.818 with a t-statistic value of 28.360 value > t table of 1.96 and a p-value of 0.000 > 0.05. High Work Engagement of an employee can be a strong sign of the level of job satisfaction of employees. This is in line with the results of research which show that employees who play an active role in the organisation's productivity process will create their own job satisfaction from employees. Employees feel that by providing optimal performance to the organisation as a form of their satisfaction with the provision of responsibilities and roles in the organisation in accordance with their capacity and competence.

As a form of participation, an individual's Work Engagement in the process of achieving the vision and goals of the organisation is very important because it will affect the level of effectiveness and efficiency of the process. Robbins (2014) states that work engagement is defined as the degree to which a person can identify with his work, actively participate in his work, and realise that what he does is important to his self-esteem. Cohen, (2003) also says work engagement is when a person internalises values about the goodness of the work or how important the work is to them. The work engagement shown will reflect the extent to which the internalisation of organisational values into the individual (Cohen, 2003). A person who feels that the organisation they work for has the same values as themselves, will show a high level of work engagement which in turn will lead to job satisfaction. The findings of this study are in line with the findings of previous research conducted by Ariana, and Riana, (2016); and Yakup, (2017) which prove that there is a positive influence between Work Engagement on job satisfaction, meaning that if Work Engagement is high, employee job satisfaction increases.

### The Effect of Job Satisfaction on Organisational Commitment

Based on the results of Hypothesis testing (H5) states that Job Satisfaction has a positive and significant effect on Organisational Commitment. From the results of hypothesis testing, it can be seen that the original sample value is positive at 0.592 with a t-statistic value of 9.251, a value > t table of 1.96 and a p-value of 0.000 > 0.05. When an employee has high job satisfaction, it will encourage employees to be more committed to the organisation. This is in line with the research findings which show that the educational staff of Mataram University are satisfied with what has been provided by the organisation and the pattern of relationships both with fellow employees and with leaders or superiors. The job satisfaction shown by employees makes them more committed to the organisation, one of which is related to affective commitment where employees want to continue to be and become part of the organisation in the long term.

According to Rivai and Mulyadi, (2012) job satisfaction is a *security feeling* or a sense of security of employees against work both in terms of socio-economic (salary and social security) and psychological aspects such as career development opportunities and so on. According to Robbins (2014) "suggests job satisfaction is a general attitude towards one's job that shows the difference between the number of awards workers receive and the amount they believe they should receive". Organisational commitment is an organisational identity, loyalty values, duties, personal tendencies and personal values, which are influenced by organisational interventions and all efforts to achieve organisational goals (Wiener 1982). Meanwhile, Becker *et al.* (1996) emphasised the definition of organisational commitment as employees' psychological attachment to their organisation and related to desired outcomes such as job satisfaction, motivation and attendance. The results of this study are in line with the results of previous research conducted by Puspitawati, and Riana, (2014); Suputra and Sriathi, (2018) where the results of their research show that job satisfaction has a positive effect on organisational commitment where the higher the job satisfaction felt will strengthen organisational commitment.



### **Job Satisfaction Mediates the Effect of Organisational Support on Organisational Commitment**

Based on the results of Hypothesis testing (H6) states that Job Satisfaction mediates the effect of Organisational Support on Organisational Commitment positively and significantly. From the results of hypothesis testing, it can be seen that the original sample value is positive at 0.058 with a t-statistic value of 2.281 value > t table of 1.96 and a p-value of 0.023 > 0.05. The research findings show that the organisational support provided to the educational staff of the University of Mataram in the form of adequate work facilities and infrastructure support, as well as support from leaders and colleagues makes employees feel more valued and feel that their existence in the organisation is very important. This organisational support makes employees feel more comfortable at work and creates a feeling of satisfaction with the work of employees. Through high levels of job satisfaction, employees will become more committed to the organisation and make the organisation a great place for their career development.

According to Arshadi and Hayavi, (2013) when the organisation provides support to its members, it will result in high job satisfaction and determination to have an extra role outside of work. When the job satisfaction felt by employees increases, this will encourage employees to be more involved and have a strong commitment to be part of the organisation and participate in the process of achieving the vision and goals of the organisation. In line with what Parwita (2013) stated that a person who is satisfied at work with strong organisational support will do his best to get the job done and be committed to his organisation. The results of this study are in line with the results of research conducted by Cahayu and Rahyuda, (2019) where the research findings show that job satisfaction is able to mediate the effect of organisational support on organisational commitment.

### **Job Satisfaction Mediates the Effect of Job Engagement on Organisational Commitment**

Based on the results of Hypothesis testing (H7) states that Job Satisfaction mediates the effect of Work Engagement on Organisational Commitment positively and significantly. From the results of hypothesis testing, it can be seen that the original sample value is positive at 0.484 with a t-statistic value of 8.478 value > t table of 1.96 and a p-value of 0.000 > 0.05. Based on the research findings, the educational staff of Mataram University showed a high level of Work Engagement. Where employees always feel that work and responsibility for the organisation are the most important things. In addition, employees also always show their active participation in every activity and task given by the organisation which aims to achieve organisational goals and targets. Employees feel that by providing Work Engagement, in the form of optimal performance to the organisation, as a form of their satisfaction with the provision of responsibilities and roles in the organisation in accordance with their capacity and competence. This satisfaction with the organisation will respond to positive attitudes from employees, one of which is organisational commitment, where employees feel that the organisation is the right place for them because it has a lot in common with the organisational values they believe in. And consider the organisation very supportive of them, especially in their career development.

According to Cohen, (2003) work engagement is when a person internalises values about the goodness of the work or how important the work is to them. If the level of job satisfaction that a person feels is high, it will encourage job satisfaction and lead to a strong commitment to the organisation and still want to be part of the organisation. According to Wiener, (1982) organisational commitment is organisational identity, loyalty values, duties, personal inclinations and personal values, which are influenced by organisational interventions and all efforts to achieve organisational goals. Meanwhile, Becker *et al.* (1996) emphasised the definition of organisational commitment as employees' psychological attachment to their organisation and related to desired outcomes such as job satisfaction.

### **Conclusion**

Based on the research findings, it can be concluded that organisational support and Work Engagement are able to influence the organisational commitment and job satisfaction of the educational

staff of the University of Mataram. In addition, job satisfaction is able to mediate the influence of work support and work engagement on organisational commitment. The findings of this study show how organisational factors such as support will increase employees' commitment to the organisation. In addition, other factors such as work engagement and employees' feelings of satisfaction with work can also influence the emergence of employees with high levels of commitment to the organisation.

### **Suggestion**

The results of this study can be a reference, especially for organisations and leaders in an effort to increase employees' commitment to the organisation by considering factors such as organisational support, Work Engagement, and job satisfaction. In addition, the results of this study can serve as a reference for future researchers to explore more deeply how factors such as organisational support, Work Engagement and job satisfaction can be important predictors in generating employee commitment to their organisation, as well as expanding the context of analysis in various types of organisations to get better accuracy of answers and results.

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