

The Influence of Perceived Organizational Support, Work Motivation, and Work Discipline on Organizational Commitment

Research on PT. Indo Muro Kencana, Murung Raya, Central Kalimantan, Indonesia

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Abstract

This study examines the influence of perceived organizational support, work motivation, and work discipline on employees' organizational commitment at PT. Indo Muro Kencana, Central Kalimantan. A quantitative survey method was employed, with data collected through closed questionnaires distributed to all employees in January 2025. Using a census sampling technique, 76 respondents were obtained. Organizational commitment served as the dependent variable, while perceived organizational support, work motivation, and work discipline were independent variables, all measured using a five-point Likert scale. Data analysis was conducted using SPSS, including validity testing with Pearson correlation and reliability testing using Cronbach's Alpha. Classical assumption tests normality, multicollinearity, and heteroscedasticity were performed prior to hypothesis testing. Multiple linear regression analysis was applied, including t-tests, F-tests, and the coefficient of determination (R^2). The results indicate that perceived organizational support, work motivation, and work discipline each have a positive and significant effect on organizational commitment, with work motivation as the most dominant variable. Simultaneously, all variables significantly influence organizational commitment, and the model demonstrates strong explanatory power

Kata Kunci:

Dukungan Organisasi, Motivasi Kerja, Disiplin Kerja, Komitmen Organisasi

Abstrak

Penelitian ini bertujuan untuk menganalisis pengaruh perceived organizational support, motivasi kerja, dan disiplin kerja terhadap komitmen organisasi karyawan PT. Indo Muro Kencana, Kalimantan Tengah. Penelitian menggunakan pendekatan kuantitatif dengan metode survei. Data dikumpulkan melalui kuesioner tertutup yang disebar kepada seluruh karyawan pada Januari 2025, dengan teknik sensus sehingga diperoleh 76 responden. Komitmen organisasi sebagai variabel dependen, sedangkan perceived organizational support, motivasi kerja, dan disiplin kerja sebagai variabel independen, diukur menggunakan skala Likert lima poin. Analisis data dilakukan dengan bantuan SPSS, meliputi uji validitas menggunakan korelasi Pearson dan uji reliabilitas dengan Cronbach's Alpha. Uji asumsi klasik yang dilakukan mencakup uji normalitas, multikolinearitas, dan heteroskedastisitas sebelum pengujian hipotesis. Pengujian hipotesis menggunakan analisis regresi linier berganda melalui uji t, uji F, dan koefisien determinasi (R^2). Hasil penelitian menunjukkan bahwa perceived organizational support, motivasi kerja, dan disiplin kerja secara parsial berpengaruh positif dan signifikan terhadap komitmen organisasi, dengan motivasi kerja sebagai variabel paling dominan. Secara simultan, ketiga variabel juga berpengaruh signifikan, dan model memiliki kemampuan penjelasan yang kuat

Background

PT. Indo Muro Kencana is a gold mining company operating in Murung Raya Regency, Central Kalimantan. In carrying out its operational activities, the company faces dynamics in maintaining the consistency of employee organizational commitment. Information from Human Resources Development shows indications of a decline in employee loyalty as reflected in increased turnover intention, fluctuations in work motivation, and the implementation of work discipline is not optimal. This phenomenon indicates the need for a more comprehensive empirical study to identify determinants that can strengthen organizational commitment, especially through the role of perceived organizational support, work motivation, and work discipline. Therefore, strategic human resource management is a crucial element in ensuring the sustainability of the organization.

Human resources are strategic assets that play an important role in determining the competitiveness and sustainability of the organization (Ferdin et al., 2025). The success of an organization is not only determined by the adequacy of capital and technology, but also by the effectiveness of human resource management that is oriented towards achieving organizational commitments (Kumar, 2024). Organizational commitment reflects the psychological attachment of employees, the desire to stay afloat, and the willingness to make optimal contributions to the company's goals (Jakayati & Prahara, 2024). The high level of organizational commitment has been proven to be able to increase workforce stability, productivity, and reduce turnover rates (Sari et al., 2025), while creating a conducive, collaborative, and sustainable work environment (Astuti, 2025).

Theoretically, perceived organizational support (POS) is one of the main determinants that affect organizational commitment. POS reflects employees' perceptions of the extent to which the organization values their contributions and cares about their well-being (Likardo & Praningrum, 2025). High organizational support will encourage a positive response in the form of increased loyalty and commitment (Purwono et al., 2023). On the other hand, work motivation, both intrinsic and extrinsic, plays a key driver of productive and goal-oriented work behaviors (Yeh & Huang, 2025). Employees with high levels of motivation tend to show greater work morale, perseverance, and responsibility, thereby strengthening organizational commitment (Hamzah, 2025).

In addition, work discipline is also an important factor that reflects the level of employee compliance with applicable work rules and standards (Hamzah, 2025). High work discipline encourages behavioral consistency, responsibility, and awareness of roles in the organization (Kusjono & Aprilianti, 2025), which ultimately contributes to strengthening organizational commitment in a sustainable manner (Kadariusman, 2025). Although various studies have examined these factors, most are still descriptive and have not provided an in-depth comparative analysis of the relationships between variables in the context of the mining industry. Therefore, this research is expected to fill these gaps and make theoretical and practical contributions to the development of human resource management.

Resource Based View (RBV) views an organization as a collection of strategic resources that, when managed effectively, will result in a sustainable competitive advantage. The resource must have valuable, rare, elusive, and irreplaceable characteristics (Kadariusman, 2025). In the context of human resources, employees with a high level of organizational commitment are

strategic assets that are able to improve operational effectiveness, performance quality, and organizational sustainability.

RBV places the organization's commitment as an intangible asset that is difficult for competitors to replicate. Strong commitment will encourage positive work behaviors such as loyalty, work engagement, and a willingness to contribute beyond the formal demands of the job..... Therefore, organizations need to manage internal factors that are able to strengthen employee commitment as part of a human resource management strategy.

2.2 Organizational Commitment

Organizational commitment is defined as a psychological condition that reflects the extent to which individuals identify with, engage, and have the desire to maintain their membership in an organization (Bowman & Ambrosini, 2007). Organizational commitment plays an important role in shaping employee attitudes and work behaviors, especially related to loyalty, performance, and survival intention (Susanto et al., 2025).

Conceptually, organizational commitment consists of three main dimensions, namely Affective Commitment, Sustainability Commitment, and Normative Commitment. Affective commitment refers to the emotional attachment of employees to the organization. Continuity commitment related to the consideration of costs and benefits when leaving the organization, while Normative Commitment reflects a sense of moral obligation to survive. These three dimensions together form the level of employee commitment to the organization (Stark et al., 2025).

2.3 Perceived Organizational Support

Perceived Organizational Support (POS) is an employee's perception of the extent to which the organization values their contributions and cares about their well-being (Ramadhani, 2023). POS develops through employee work experience related to organizational fairness, supervisor support, recognition of performance, and organizational policies that favor employee interests (Musdalifah et al., 2022).

The high POS will encourage the emergence of a sense of appreciation and trust, so employees are more likely to develop an emotional attachment to the organization (Solihin et al., 2025). In the perspective of social exchange theory, the support provided by the organization will be reciprocated by employees in the form of positive work attitudes, including increased organizational commitment and long-term loyalty (Elamin, 2024).

2.4 Work Motivation

Work motivation is an internal and external force that encourages individuals to act, maintain behavior, and direct work efforts to achieve certain goals (Provisions, 2022). Work motivation can be intrinsic, such as job satisfaction and self-actualization, or extrinsic, such as salary, incentives, and rewards.

Employees who have high work motivation tend to show work morale, perseverance, and a willingness to put more effort into completing tasks (Sutanto, 2015). This condition has implications for increased work involvement and a sense of belonging to the organization, which ultimately strengthens the organization's commitment.

2.5 Work Discipline

Work discipline reflects the level of employee compliance with the regulations, procedures, and work standards that have been set by the organization (Sutanto, 2015). Work discipline is not only concerned with formal compliance, but also reflects an individual's awareness of responsibilities and roles within the organization.

Good work discipline shows professionalism and consistency of employees' work behavior (Cover, 2025). In the long run, a high level of discipline will create the stability of the working relationship and strengthen the alignment of values between employees and the organization, thus contributing to increased organizational commitment.

3. Hypothesis Development

3.1. Perceived Organizational Support (POS) for Organizational Commitment

Perceived Organizational Support (POS) reflects the extent to which employees feel valued and cared for by the organization (Caesens et al., 2019), shaping loyalty and identification (Kridaningsih et al., 2025). Based on Social Exchange Theory, fair and empathetic support encourages employees to reciprocate with stronger psychological attachment and affective commitment (Solihin et al., 2025).

Empirical studies consistently show a positive relationship between POS and organizational commitment (Liu et al., 2025; Sulistiyani et al., 2022), including evidence of a strong influence on employee engagement (Rinda & Muzakki, 2021). Additionally, POS enhances affective and normative commitment through recognition, welfare, and supervisor support (Muderana, 2023). Therefore, higher POS leads to stronger organizational commitment.

H1: Perceived Organizational Support has a positive effect on organizational commitment.

3.2. Work Motivation to Organizational Commitment

Work motivation includes internal and external drivers that encourage employees to work enthusiastically and achieve organizational goals. Both intrinsic factors (e.g., satisfaction, self-achievement) and extrinsic factors (e.g., incentives, career opportunities) strengthen emotional engagement and are key to building organizational commitment.

Empirical studies confirm that work motivation has a significant positive effect on organizational commitment, where motivated employees tend to show higher responsibility and Organizational Citizenship Behavior (Eka et al., 2022). Additionally, motivation can also influence commitment indirectly through job satisfaction and work engagement, reinforcing its role in shaping long-term commitment (Jasin et al., 2022).

H2: Work motivation has a positive effect on organizational commitment.

3.3. Work Discipline to Organizational Commitment

Work discipline reflects employees' adherence to organizational rules, standards, and responsibilities, indicating professionalism and behavioral consistency that strengthen psychological commitment (Heryani & Saputro, 2026).

Empirical studies show a positive relationship between work discipline and organizational commitment, where discipline enhances loyalty and work stability (Mary, 2025). Additionally,

disciplined employees tend to exhibit pro-organizational behaviors and receive positive reinforcement, further strengthening their commitment (Vionika & Robain, 2024).

H3: Work discipline has a positive effect on organizational commitment.

3.4. Perceived Organizational Support, Work Motivation, and Work Discipline to Organizational Commitment

Perceived Organizational Support (POS), work motivation, and work discipline simultaneously shape employees' psychological and behavioral foundations that support organizational commitment (Mary, 2025). POS builds emotional attachment, motivation drives work behavior, and discipline ensures consistency, creating a stronger synergistic effect than individual influences.

Empirical studies show that the combination of these variables explains a substantial portion of organizational commitment, highlighting the importance of integrating psychological and behavioral factors (Bahrin Hendrajaya & Wahyuniati, 2019). Moreover, simultaneous analysis confirms that employees who feel supported, motivated, and disciplined tend to have stronger loyalty and contribution to organizational goals (Happy & Key, 2023).

H4: Perceived Organizational Support, work motivation, and work discipline simultaneously have a positive effect on organizational commitment.

4. Research Methods

This study employs a quantitative survey method using a closed questionnaire distributed to all employees of PT. Indo Muro Kencana in January 2025, with a census sample of 76 respondents. The dependent variable is organizational commitment, while the independent variables are perceived organizational support, work motivation, and work discipline, all measured using a five-point Likert scale.

Data were analyzed using SPSS, including validity (Pearson correlation) and reliability tests (Cronbach's Alpha > 0.70). Further analysis involved descriptive statistics and multiple linear regression, preceded by classical assumption tests (normality, multicollinearity, and heteroscedasticity). Hypotheses were tested using the t-test, F-test, and coefficient of determination (R^2).

5. Analysis

5.1. Data Quality Test and Classical Assumptions

a. Validity

The validity test ensures that each statement item accurately measures the intended construct. This study uses the Pearson Product Moment correlation by comparing the r-calculated value of each indicator with the r-table value. An item is considered valid if r-calculated exceeds r-table at a specified significance level. The validity test results for Organizational Commitment, Perceived Organizational Support, Work Motivation, and Work Discipline are presented in the following table.

Table 1. Instrument Validity Test Results

Variable	Range r-count	Table r	Remarks
Organizational Commitment	0,495 – 0,740	0,360	Applicable

Perceived Organizational Support	0,366 – 0,523	0,360	Applicable
Work Motivation	0,425 – 0,630	0,360	Applicable
Work Discipline	0,703 – 0,794	0,360	Applicable

Based on the results of the validity test in the Table, it can be seen that all indicators in the Organizational Commitment variable have an *r-count* value which is in the range of 0.495–0.740 and is greater than the *r-table* value of 0.360, so that all items are declared valid. The Perceived Organizational Support variable also shows *the r-calculated* value in the range of 0.366–0.523 which entirely exceeds *the r-table* value, so each indicator is suitable for use in the measurement.

Furthermore, the Work Motivation variable has an *r-count* value between 0.425–0.630, while the Work Discipline variable shows the highest *r-count* value with a range of 0.703–0.794. All of these values are greater than *the r-table* of 0.360, so it can be concluded that all statement items in the four research variables have met the validity criteria and can be used for further analysis.

b. Reliability

The reliability test aims to assess the consistency and stability of the research instrument. An instrument is considered reliable if it produces consistent results across repeated measurements. In this study, reliability was tested using Cronbach’s Alpha, with a threshold of > 0.70. The results for each variable are presented in the following table.

Table 2. Reliability Test Results

Variable	Alpha Cronbach	Criteria	Remarks
Organizational Commitment	0,735	> 0.70	Reliable
Perceived Organizational Support	0,715	> 0.70	Reliable
Work Motivation	0,784	> 0.70	Reliable
Work Discipline	0,754	> 0.70	Reliable

Based on Table 2, all variables have Cronbach’s Alpha values above 0.70, indicating good reliability. Work Motivation shows the highest reliability (0.784), followed by Work Discipline (0.754), Organizational Commitment (0.735), and Perceived Organizational Support (0.715). Thus, all instruments are reliable and suitable for further analysis.

6. Classic Assumptions

6.1. Normality

The normality test is carried out to find out if the research data is normally distributed, which is one of the prerequisites in parametric statistical analysis. In this study, the normality test was carried out using the Kolmogorov–Smirnov method by looking at the Asymp value. Sig. (tailed 2). The data is said to be normally distributed if the value of Asymp. Sig. greater than 0.05. The results of the normality test are presented in Table 3 below.

Table 3. Normality test results (kolmogorov–smirnov)

Asimpa. Sig. (2 tails)	Criteria	Remarks
0,186	> 0.05	Normally distributed data

Based on the results of the Kolmogorov–Smirnov normality test in Table 3, an Asymp value was obtained. Sig. (2 heads) of 0.186. This value is greater than the significance level of 0.05, so it can be concluded that the data in this study is normally distributed. With the fulfillment of normality assumptions, research data is worthy of further analysis using parametric statistical analysis methods.

6.2. Multicollinearity Test

The multicollinearity test was performed to determine whether or not there is a very strong relationship between independent variables in the regression model. High multicollinearity can lead to regression coefficient instability and decrease the accuracy of hypothesis test results. The multicollinearity test in this study was carried out by looking at *the values of Tolerance* and *Variance Inflation Factor (VIF)*. A regression model is declared free of multicollinearity if the *Tolerance* value is greater than 0.10 and the VIF value is less than 10.

Table 4. Multicollinearity Test Results

Variable	Tolerance	VIF	Remarks
Perceived Organizational Support	0,954	1,048	Multicollinearity does not occur
Work Motivation	0,802	1,246	Multicollinearity does not occur
Work Discipline	0,824	1,214	Multicollinearity does not occur

Based on the results of the multicollinearity test in Table 4, it is known that all independent variables, namely Perceived Organizational Support, Work Motivation, and Work Discipline, have a Tolerance value above 0.10 and a VIF value below 10. The highest Tolerance value was found in the Perceived Organizational Support variable of 0.954 with a VIF value of 1.048, while the highest VIF value was found in the *Work Motivation* variable of 1.246.

These results show that there are no symptoms of multicollinearity between independent variables in the study model. Thus, it can be concluded that the regression model used meets the classical assumption of multicollinearity and is suitable for use in subsequent regression analysis.

6.3. Heteroscedasticity

The heteroscedasticity test was performed to find out whether in the regression model there was an unequal variance from the residual in each observation. A good regression model should not contain symptoms of heteroscedasticity. In this study, heteroscedasticity testing was carried out using the Glejser method by looking at the significance value (Sig.). If the value of Sig. is greater than 0.05, then it can be concluded that heteroscedasticity does not occur. The results of the heteroscedasticity test are presented in Table 5 below.

Table 5. Heteroscedasticity Test Results (Glejser)

Variable	Sig.	Remarks
Perceived Organizational Support	0,654	Heteroscedasticity does not occur
Work Motivation	0,378	Heteroscedasticity does not occur
Work Discipline	0,089	Heteroscedasticity does not occur

Based on the results of the heteroscedasticity test using the Glejser method in Table 5, it is known that the Perceived Organizational Support variable has a significance value of 0.654, the Work Motivation variable of 0.378, and the Work Discipline variable of 0.089. All of these significance values are greater than 0.05, so it can be concluded that there are no symptoms of heteroscedasticity in the regression model. Thus, the regression model in this study has met the assumption of homoskedasticity and is suitable for further analysis.

Sec. 7. Results

7.1. Iji t

The t-test was carried out to determine the influence of each independent variable partially on the dependent variable. This test aims to test the significance of the regression coefficient of each independent variable by comparing the *calculated t-value* and the level of significance (Sig.) against the predetermined criteria. An independent variable is declared to have a significant effect if the Sig. value is less than 0.05. The results of the t-test in this study are presented in the following table.

Table 6. Results of the t-test (Multiple Linear Regression)

Independent Variables	Beta Coefficient	Calculate	Sig.	Remarks
Perceived Organizational Support	0,298	2,743	0,008	Significant effect
Work Motivation	0,356	3,214	0,002	Significant effect
Work Discipline	0,274	2,521	0,014	Significant effect

Based on the results of the t-test in the Table, it can be seen that the Perceived Organizational Support variable has a beta coefficient of 0.298 with a *calculated t-value* of 2.743 and a significance level of 0.008. The significance value is less than 0.05, so it can be concluded that Perceived Organizational Support has a positive and significant effect on the dependent variable.

Furthermore, the Work Motivation variable showed the highest beta coefficient of 0.356 with a *calculated t* value of 3.214 and a significance level of 0.002. These results indicate that Work Motivation has a positive and significant influence and is the most dominant variable in influencing dependent variables. Meanwhile, the Work Discipline variable had a beta coefficient of 0.274 with a *calculated t-value* of 2.521 and a significance level of 0.014, which was also smaller than 0.05. Thus, Work Discipline has been proven to have a positive and significant effect on dependent variables.

7.2. F Test

The F test is performed to determine the influence of independent variables simultaneously on dependent variables. This test aims to assess the feasibility of the regression model used in the study. The regression model is declared significant if the significance value (Sig.) is less than 0.05. The results of the F test (ANOVA) in this study are presented in Table 7 below.

Table 7. F Test Results (ANOVA)

Models	F count	Sig.	Remarks
Regression	18,623	0,000	Significant models

Based on the results of the F test in Table 7, an *F value* of 18.623 was obtained with 203 a significance of 0.000. The significance value is less than 0.05, so it can be concluded that 203variable Perceived Organizational Support, Work Motivation, and Work Discipline simultaneously have a significant effect on 203variable dependent. Thus, the regression model used in this study was declared feasible and met the criteria *of goodness of fit*.

7.3. Coefficient of Determination

The determination coefficient is used to measure the extent of the ability of independent variables to explain variations in changes in dependent variables. The value of the determination coefficient can be seen through *the R Square* and *Adjusted R Square values*, which show the proportion of the contribution of independent variables to the dependent variables in the regression model. The results of the determination coefficient test are presented in Table 8 as follows

Table 8. Coefficient of Determination (R Square)

R	R Square	Customized R Box	Std. Error
0,662	0,438	0,415	0,412

Based on the test results in Table 8, the *R Square* value was 0.438 and *the Adjusted R Square* was 0.415. This shows that 41.5% of the variation in changes in dependent variables can be explained by independent variables in the research model, while the remaining 58.5% is influenced by other variables outside the model. An *R* value of 0.662 indicates a fairly strong relationship between independent variables and dependent variables. Meanwhile, the *Std. Error* value of 0.412 indicates a relatively low level of model prediction error, so the regression model is considered quite good in explaining the phenomenon being studied.

The findings of this study show that perceived organizational support plays an important role in increasing employee organizational commitment. Organizational support reflected through appreciation for work contributions, policy fairness, and attention to employee well-being can strengthen employees' emotional attachment and loyalty to the company.

Work motivation and work discipline have also been proven to make a significant contribution to organizational commitment. Work motivation encourages employee engagement and willingness to contribute optimally, while work discipline reflects the internalization of organizational values and norms that reinforce the stability of work behavior. Simultaneously, these three independent variables form a strong psychological and behavioral foundation in building the organizational commitment of PT. Indo Muro Kencana.

7. Discussion

Pengaruh Perceived Organizational Support terhadap Komitmen Organisasi

Hasil uji t menunjukkan bahwa perceived organizational support (POS) berpengaruh positif dan signifikan terhadap komitmen organisasi. Hal ini mengindikasikan bahwa semakin tinggi dukungan yang dirasakan karyawan, semakin kuat keterikatan psikologis mereka. Temuan ini selaras dengan Organizational Support Theory yang menekankan hubungan timbal balik antara organisasi dan karyawan (Wahyuni & Hanaffy, 2024). Secara kritis, hasil ini terjadi karena dukungan organisasi meningkatkan rasa dihargai sehingga memicu kewajiban moral untuk membalas melalui loyalitas, sejalan dengan temuan Purwono et al. (2023) yang menegaskan peran POS dalam memperkuat komitmen afektif.

Pengaruh Motivasi Kerja terhadap Komitmen Organisasi

Motivasi kerja berpengaruh positif dan signifikan serta menjadi variabel paling dominan. Hal ini terjadi karena motivasi tidak hanya mendorong kinerja, tetapi juga menginternalisasi tujuan organisasi ke dalam tujuan pribadi (Happy & Key, 2023). Secara teoretis didukung oleh teori motivasi (Heryani & Saputro, 2026). Dibandingkan variabel lain, dominasi motivasi muncul karena sifatnya yang langsung memengaruhi energi, arah, dan persistensi perilaku kerja, sejalan dengan penelitian sebelumnya yang menempatkan motivasi sebagai determinan utama komitmen.

Pengaruh Disiplin Kerja terhadap Komitmen Organisasi

Disiplin kerja terbukti berpengaruh positif dan signifikan terhadap komitmen organisasi. Hal ini menunjukkan bahwa kepatuhan terhadap aturan mencerminkan internalisasi nilai organisasi (Wahyuni & Hanaffy, 2024). Secara kritis, pengaruh ini terjadi karena disiplin menciptakan keselarasan antara individu dan organisasi, meskipun pengaruhnya cenderung lebih rendah dibanding motivasi karena bersifat lebih normatif daripada intrinsik (Kusjono & Aprilianti, 2025).

Pengaruh Simultan POS, Motivasi, dan Disiplin terhadap Komitmen Organisasi

Hasil uji F menunjukkan ketiga variabel secara simultan berpengaruh signifikan terhadap komitmen organisasi, dengan nilai R^2 yang cukup kuat. Ini menegaskan bahwa komitmen terbentuk secara multidimensional. Dibandingkan penelitian lain, hasil ini konsisten bahwa kombinasi faktor organisasi dan individu lebih efektif dibanding pendekatan parsial (Sari et al., 2025). Secara kritis, sinergi antara dukungan, motivasi, dan disiplin menciptakan keseimbangan antara aspek emosional, kognitif, dan perilaku dalam membangun komitmen karyawan.

8. Conclusion

This study finds that perceived organizational support, work motivation, and work discipline have a positive and significant effect on employees' organizational commitment at PT. Indo Muro Kencana. These results highlight the importance of psychological and behavioral factors, where support strengthens emotional attachment, motivation increases engagement and loyalty, and discipline reflects internalized organizational values.

Simultaneously, all variables contribute to commitment, indicating the need for integrated management of support, motivation, and discipline. However, this study has limitations, including a relatively small sample size and a focus on a single company, which may limit generalizability. Therefore, future research is recommended to involve broader samples, different industries, and additional variables such as leadership style or organizational culture.

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