

THE INFLUENCE OF CAREER DEVELOPMENT, PERCEIVED ORGANIZATIONAL SUPPORT, AND MEANINGFUL WORK ON ORGANIZATIONAL COMMITMENT (EMPLOYEES OF PT ADIRA DINAMIKA MULTI FINANCE TBK, MADIUN BRANCH)

Zahra Putri Kusumawardhani¹⁾, Liliek Nur Sulistiyowati²⁾, Robby Sandhi
Dessyarti³⁾

¹ Management, Faculty of Economics and Business, University of PGRI Madiun
email: zahra_2203102175@mhs.unipma.ac.id

² Management, Faculty of Economics and Business, University of PGRI Madiun
email: liliek1702@gmail.com

³ Management, Faculty of Economics and Business, University of PGRI Madiun
email: robbeyvan@unipma.ac.id

Abstrak

Organizational commitment menjadi isu penting pada industri pembiayaan yang menghadapi tekanan target dan tuntutan pelayanan tinggi. Penelitian ini menganalisis pengaruh *career development*, *perceived organizational support* (POS), dan *meaningful work* terhadap *organizational commitment* pada karyawan PT Adira Dinamika Multi Finance Tbk Cabang Madiun, baik secara parsial maupun simultan. Menggunakan pendekatan kuantitatif dengan teknik sampling jenuh terhadap 78 karyawan, data dikumpulkan melalui kuesioner berskala *likert* dan dianalisis menggunakan regresi linear berganda berbantuan SPSS. Hasil penelitian menunjukkan bahwa *career development*, POS, dan *meaningful work* masing-masing berpengaruh positif dan signifikan terhadap *organizational commitment*, dengan *career development* sebagai prediktor paling dominan. Secara simultan, ketiga variabel juga berpengaruh signifikan dan mampu menjelaskan 79,7% variasi *organizational commitment*. Temuan ini menegaskan pentingnya pengelolaan pengembangan karier, dukungan organisasi, dan kebermaknaan kerja secara terintegrasi guna menjaga komitmen karyawan pada industri pembiayaan.

Kata Kunci: *Career Development, Perceived Organizational Support, Meaningful Work, Organizational Commitment*

Abstract

Organizational commitment is a critical issue in the financing industry, which faces high target pressure and demanding service expectations. This study examines the effect of career development, perceived organizational support (POS), and meaningful work on organizational commitment among employees of PT Adira Dinamika Multi Finance

Tbk, Madiun Branch, both partially and simultaneously. Using a quantitative approach with saturated sampling of 78 employees, data were collected through a Likert-scale questionnaire and analyzed using multiple linear regression via SPSS. The results show that career development, POS, and meaningful work each have a positive and significant effect on organizational commitment, with career development as the strongest predictor. Simultaneously, the three variables also significantly affect organizational commitment, explaining 79.7% of its variance. These findings highlight the importance of managing career development, organizational support, and work meaningfulness in an integrated manner to sustain employee commitment within the financing industry.

Keywords: *Career Development, Perceived Organizational Support, Meaningful Work, Organizational Commitment*

A. INTRODUCTION

Human resources play a strategic role in sustaining an organization, particularly through the organization's capacity to recruit, develop, and retain its employees (Fiernaningsih et al., 2024; Farida et al., 2024). The effectiveness of human resource management can also be reflected in employees' organizational commitment, which refers to their psychological attachment to the organization where they are employed (Robbins & Judge, 2024). The importance of organizational commitment is particularly evident in the financing industry, where companies operate amid strong competition, high customer-service demands, and substantial performance targets (Sadaf et al., 2022). In Indonesia, this industry has continued to expand, with 147 financing companies and total assets exceeding IDR 552 trillion based on the latest record reported by OJK (2024).

At the Madiun Branch of PT Adira Dinamika Multi Finance Tbk, 78 employees are distributed across the marketing, collection, and operational divisions. The preliminary survey involving 35 employees showed that 87.5 percent of responses to the organizational commitment indicators were positive, while the remaining 12.5 percent were negative. This result suggests that employees' levels of organizational commitment are not completely uniform. Previous studies have indicated that career development, perceived organizational support, and meaningful work are associated with organizational commitment (Sinaga et al., 2024; Sadaf et al., 2022; Bayani et al., 2026).

However, empirical research examining the three variables simultaneously in the financing industry is still relatively limited. Based on this research gap, the present study examines the partial and simultaneous effects of the three variables on organizational commitment among employees of PT Adira Dinamika Multi Finance Tbk, Madiun Branch.

Theoretical Review

Career Development

Career development refers to the efforts undertaken to support employees in planning and advancing their careers through mechanisms such as career goals, training, and organizational mentoring (Farida et al., 2024). The concept also reflects how far an organization assists employees in recognizing their strengths and weaknesses, establishing realistic career objectives, and receiving structured direction. In this way, employees' career progression can be supported through deliberate managerial efforts rather than being left to develop without organizational guidance (Sinaga et al., 2024).

Perceived Organizational Support

Perceived organizational support describes employees' perceptions regarding the degree to which their organization appreciates their contributions and demonstrates concern for their well-being (Eisenberger et al., 1986). Employees form this perception through their accumulated experiences with the organization, including how their efforts are recognized, their needs are addressed, and assistance is provided when difficulties arise. Such experiences may encourage employees to respond with stronger loyalty and greater willingness to contribute to the organization (Sadaf et al., 2022).

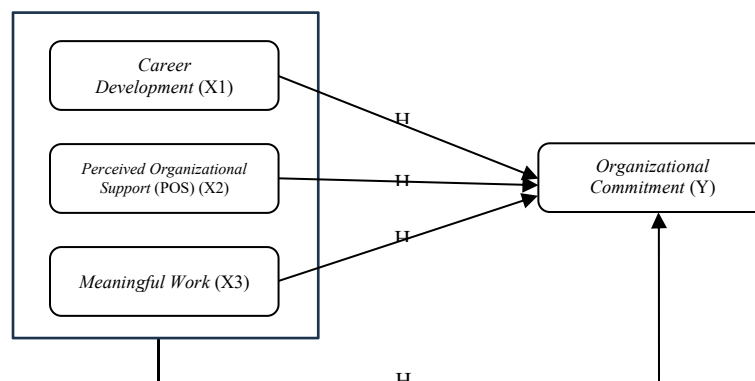
Meaningful Work

Meaningful work concerns how individuals perceive the significance, purpose, and value of the work they perform. The concept includes positive meaning, meaning making through work, and motivation directed toward a greater good (Steger et al., 2012). When employees perceive their work as meaningful, their tasks may be viewed not merely as routine responsibilities but also as activities that provide personal significance and opportunities to contribute beyond themselves. This perception can

subsequently strengthen their emotional connection with the organization (Bayani et al., 2026). **Organizational Commitment**

Organizational commitment refers to the psychological attachment employees develop toward their organization and consists of three dimensions: affective, continuance, and normative commitment (Meyer & Allen, 1991). Affective commitment reflects emotional attachment and identification with the organization, continuance commitment reflects the perceived cost of leaving, and normative commitment reflects a felt obligation to remain, so that an employee's overall commitment is shaped by the combined strength of these three dimensions (Robbins & Judge, 2024).

Conceptual Framework



Picture 1. Conceptual Framework

Source: Modified from Sinaga et al. (2024); Sadaf et al. (2022); Bayani et al. (2026)

Hypothesis:

H1: Career development is expected to have a significant effect on the organizational commitment of employees at PT Adira Dinamika Multi Finance Tbk, Madiun Branch.

H2: Perceived organizational support is expected to have a significant effect on the organizational commitment of employees at PT Adira Dinamika Multi Finance Tbk, Madiun Branch.

H3: Meaningful work is expected to have a significant effect on the organizational commitment of employees at PT Adira Dinamika Multi Finance Tbk, Madiun Branch.

H4: Career development, perceived organizational support, and meaningful work are expected to simultaneously have a significant effect on the organizational commitment of employees at PT Adira Dinamika Multi Finance Tbk, Madiun Branch.

B. METHOD

This study uses a quantitative approach with an explanatory (causal) design, conducted at PT Adira Dinamika Multi Finance Tbk, Madiun Branch, over four months from March to June. The population comprised all 78 active employees of the company, and given this relatively small population, the entire population was used as the research sample through a saturated sampling technique (Sugiyono, 2023). Data were collected through a questionnaire distributed online via Google Forms, measured using a four-point Likert scale (Koo & Yang, 2025), and with the assistance of SPSS 25. Prior to regression testing, the data were subjected to classical assumption tests, comprising normality (Kolmogorov-Smirnov), multicollinearity (Tolerance and VIF), and heteroscedasticity (Glejser test) (Nurcahya et al., 2024; Sholihah et al., 2023). The data were then analyzed using multiple linear regression, complemented by partial (t-test) and simultaneous (F-test) hypothesis testing and the coefficient of determination (Adjusted R Square) (Kusumastuti et al., 2024).

C. RESULTS AND DISCUSSIONS

Respondent Characteristics

Respondents were predominantly male (79.5%), aged 35-40 years (42.3%), held a bachelor's degree (80.8%), had more than five years of tenure (67.9%), and came from the collection division (50.0%). A full recap of respondent characteristics is presented in Table 1.

Table 1. Recap of Respondent Characteristics

Characteristic	Category	Frequency	Percentage
Gender	Male	62	79.5%
	Female	16	20.5%
Age	26–30 years	17	21.8%
	31–35 years	8	10.3%
	35–40 years	33	42.3%
	>40 years	20	25.6%
Education	Senior High School	10	12.8%

Characteristic	Category	Frequency	Percentage
	Diploma (D3)	5	6.4%
	Bachelor's Degree (S1)	63	80.8%
	Postgraduate (S2/S3)	0	0.0%
Tenure	<1 year	9	11.5%
	1–3 years	13	16.7%
	3–5 years	3	3.8%
	>5 years	53	67.9%
Division	Operational	12	15.4%
	Collection	39	50.0%
	Marketing	27	34.6%
Total	-	78	100%

Source: Primary data processed (2026)

Validity Test

Validity was tested by comparing the calculated r-value of each item with the r-table value of 0.2227 (n=78, df=76, $\alpha=5\%$). The complete results for all items across the four variables are presented in Table 2.

Table 2. Validity Test Results

Variable	Item	r-calculated	r-table	Conclusion
Career Development (X1)	X1.1	0.786	0.2227	Valid
	X1.2	0.707	0.2227	Valid
	X1.3	0.757	0.2227	Valid
	X1.4	0.640	0.2227	Valid
	X1.5	0.693	0.2227	Valid
	X1.6	0.706	0.2227	Valid
	X1.7	0.648	0.2227	Valid
	X1.8	0.656	0.2227	Valid
	X1.9	0.609	0.2227	Valid
	X1.10	0.712	0.2227	Valid
Perceived Organizational Support (X2)	X2.1	0.596	0.2227	Valid
	X2.2	0.663	0.2227	Valid
	X2.3	0.694	0.2227	Valid
	X2.4	0.777	0.2227	Valid
	X2.5	0.771	0.2227	Valid
	X2.6	0.711	0.2227	Valid
	X2.7	0.617	0.2227	Valid
	X2.8	0.627	0.2227	Valid
Meaningful Work (X3)	X3.1	0.638	0.2227	Valid
	X3.2	0.608	0.2227	Valid
	X3.3	0.572	0.2227	Valid

Variable	Item	r-calculated	r-table	Conclusion
Organizational Commitment (Y)	X3.4	0.641	0.2227	Valid
	X3.5	0.650	0.2227	Valid
	X3.6	0.581	0.2227	Valid
	Y.1	0.745	0.2227	Valid
	Y.2	0.685	0.2227	Valid
	Y.3	0.777	0.2227	Valid
	Y.4	0.655	0.2227	Valid
	Y.5	0.644	0.2227	Valid
	Y.6	0.704	0.2227	Valid

Source: SPSS 25 Output

All items across the four variables recorded an r-calculated value above the r-table value of 0.2227, so every item is declared valid and may be retained for further analysis without any item needing to be dropped from the instrument.

Reliability Test

Reliability was tested using Cronbach's Alpha, with a variable declared reliable if its Cronbach's Alpha value is at least 0.60 (Iba & Wardhana, 2024). The results for all four variables are presented in Table 3.

Table 3. Reliability Test Results

Variable	Cronbach's Alpha	Description
Career Development (X1)	0.877	Reliable
Perceived Organizational Support (X2)	0.835	Reliable
Meaningful Work (X3)	0.669	Reliable
Organizational Commitment (Y)	0.794	Reliable

Source: SPSS 25 Output

All variables recorded a Cronbach's Alpha value above 0.60, so the entire instrument is declared reliable and suitable for use in subsequent testing.

Classical Assumption Test

Normality Test (Kolmogorov-Smirnov)

Table 4. Kolmogorov-Smirnov Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		78
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.20210015
Most Extreme Differences	Absolute	.046
	Positive	.034
	Negative	-.046
Test Statistic		.046

Asymp. Sig. (2-tailed)	.200 ^{e,d}
a. Test distribution is Normal.	
b. Calculated from data.	
c. Lilliefors Significance Correction.	

Source: SPSS 25 Output

The normality test yielded an Asymp. Sig. (2-tailed) value of 0.200, which is above 0.05, indicating that the residual data are normally distributed and satisfy the normality assumption required for regression analysis.

Multicollinearity Test

Table 5. Multicollinearity Test Results

Independent Variable	Tolerance	Variance Influence Factor (VIF)
1. Career Development (X ₁)	0.248	4.040
2. POS (X ₂)	0.239	4.188
3. Meaningful Work (X ₃)	0.421	2.373

Source: SPSS 25 Output

All independent variables recorded a Tolerance value above 0.10 and a VIF value below 10, indicating that the regression model is free from multicollinearity among career development, perceived organizational support, and meaningful work.

Heteroscedasticity Test (Glejser)

Table 6. Heteroscedasticity Test Results

Variable	Sig.	Criteria	Conclusion
Career Development (X ₁)	0.622	Sig. > 0.05	Homoscedasticity
Perceived Organizational Support (X ₂)	0.670	Sig. > 0.05	Homoscedasticity
Meaningful Work (X ₃)	0.485	Sig. > 0.05	Homoscedasticity

Source: SPSS 25 Output

The Glejser test produced a significance value above 0.05 for all independent variables, meaning the regression model does not exhibit heteroscedasticity. The regression model therefore satisfies the BLUE (Best Linear Unbiased Estimator) requirements and is suitable for hypothesis testing.

Multiple Linear Regression and t-Test Results

Table 7. Multiple Linear Regression and t-Test Results

Model	Coefficients ^a		t	Sig.
	Unstandardized Coefficients	Standardized Coefficients		
1 (Constant)	B	Std. Error	Beta	
	.801	1.296		.618

Career Development(X ₁)	.309	.060	.536	5.186	.000
POS (X ₂)	.181	.075	.253	2.405	.019
Meaningful Work (X ₃)	.211	.099	.168	2.124	.037
a. Dependent Variable: Organizational Commitment (Y)					

Source: SPSS 25 Output

Based on Table 7, all three independent variables have significance values below 0.05, so H1, H2, and H3 are accepted. Career development is the most dominant predictor, with the highest regression coefficient and t-value, followed by meaningful work and perceived organizational support.

F-Test and Coefficient of Determination Results

Table 8. F-Test Results

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	458.270	3	152.757	101.592	.000 ^b
Residual	111.268	74	1.504		
Total	569.538	77			

a. Dependent Variable: Organizational Commitment (Y)

b. Predictors: (Constant), Meaningful Work, Career Development, POS

Source: SPSS 25 Output

Table 9. Coefficient of Determination Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.897 ^a	.805	.797	1.226

a. Predictors: (Constant), Meaningful Work, Career Development, POS

b. Dependent Variable: Organizational Commitment

Source: SPSS 25 Output

The F-test results show a calculated F-value of 101.592 with a significance of 0.000 (<0.05), so H4 is accepted, meaning that career development, perceived organizational support, and meaningful work simultaneously have a significant effect on organizational commitment. The Adjusted R Square value of 0.797 indicates that the three independent variables explain 79.7 percent of the variance in organizational commitment, while the remaining 20.3 percent is explained by other factors outside this research model.

Discussion

Career development is shown to have a positive and significant effect on organizational commitment, consistent with the findings of Sinaga et al. (2024) and Iskandar et al. (2024), who also found a positive relationship between the two, although in other studies such as Budi et al. (2024) and Rohana & Anisah (2023) the direct effect

only became significant after being mediated by job satisfaction. The consistency of the direct effect in this study suggests that the career-development process at PT Adira Dinamika Multi Finance Tbk, Madiun Branch, ranging from clear career goals to supervisor mentoring, is genuinely felt by employees, thereby directly shaping their commitment. This can be explained through social exchange theory (Blau, 1964), in which career-development opportunities provided by the organization are reciprocated by employees through emotional bonding and a willingness to contribute more to the company.

The results further indicate that perceived organizational support has a positive and significant effect on organizational commitment, although its contribution is lower than that of career development. This finding is consistent with Artatanaya et al. (2023), Sylviani & Marpaung (2023), and Vigazi & Rino (2023), who found a positive relationship between organizational support and commitment across various work contexts. In line with the principle of reciprocity in social exchange theory, employees who feel valued and supported by the organization will reciprocate through increased loyalty and commitment, rather than merely out of formal obligation.

The findings also confirm a positive and significant effect of meaningful work on organizational commitment. Among the three independent variables, however, meaningful work demonstrates the most moderate contribution. This result is consistent with Bayani et al. (2026), Firdausi & Mulyana (2024), Nurdiyansyah et al. (2024), and Yin et al. (2023), who confirmed the role of work meaningfulness in shaping organizational commitment, although in some of these studies the effect was mediated or moderated by other variables such as work engagement. Employees who perceive their work as contributing to a greater good tend to develop a stronger psychological attachment to the organization.

Simultaneously, the three variables are shown to have a significant effect on organizational commitment, with a relatively high explanatory power. Referring to Raharjo et al. (2023), organizational commitment is the result of a complex interaction of various work-related aspects, so that beyond career development, perceived

organizational support, and meaningful work, other factors such as leadership style or organizational culture may also contribute. This finding reinforces the social exchange theory framework (Blau, 1964), which views these three forms of positive work experience as a single package of exchange that mutually reinforces the formation of employee commitment.

D. CONCLUSIONS

This study concludes that career development, perceived organizational support, and meaningful work each have a positive and significant effect on the organizational commitment of employees at PT Adira Dinamika Multi Finance Tbk, Madiun Branch, with career development as the most dominant factor, followed by meaningful work and perceived organizational support. Simultaneously, the three variables are also shown to have a significant effect on organizational commitment, with a relatively high explanatory power, although other factors outside this research model may still contribute to shaping employee commitment. These findings confirm that organizational commitment is not formed by a single factor but rather results from a combination of mutually reinforcing work experiences, including clarity of career development, perceived organizational support, and the meaning employees attach to their work. This study also reinforces the relevance of social exchange theory in explaining how positive work experiences encourage employees to reciprocate through increased organizational commitment, particularly within the context of the financing industry, which faces high target pressure and demanding service expectations. Nevertheless, these results should be interpreted with caution given their limited scope to a single company branch with a relatively small number of respondents and a cross-sectional design, which cannot capture how the relationships among variables evolve over time.

E. SUGGESTIONS

Future researchers are encouraged to broaden the scope of research by involving multiple branches of financing companies or comparing them with other multifinance companies, and to consider additional variables such as leadership style, organizational

culture, or work-target pressure that may also influence organizational commitment. A longitudinal research design may also be considered to observe how the relationships among variables develop over time. For the company, given that career development has the greatest influence, it is recommended to continue maintaining and developing career-development programs on an ongoing basis, without neglecting the strengthening of organizational support and the creation of meaningful work for employees, so that employee commitment to the company can be sustained in the long term.

REFERENCES

- Artatanaya, I. G. L. S., Supiatni, N. N., Kencanawati, A. A. A. M., Marhaeni, K. E., & Muderana, I. K. (2023). The effect of perceived organizational support to employee's organizational commitment. *International Research Journal of Management, IT & Social Sciences*, 10(2), 101–109. <https://doi.org/10.21744/irjmis.v10n2.2290>
- Bayani, T. Z., Matulessy, A., & Rini, A. P. (2026). Fostering organizational commitment: The impact of meaningful work and work engagement among millennial employee. *Jurnal Ilmiah Psikologi Terapan*, 14(1), 12–17. <https://doi.org/10.22219/jipt.v14i1.34939>
- Blau, P. M. (1964). *Exchange and power in social life*. John Wiley & Sons.
- Budi, A. S., Sudiarditha, K. R., & Wolor, C. W. (2024). The role of career development and workload on organizational commitment with job satisfaction as a mediating variable at the Transportation Agency of DKI Jakarta Provincial Government. *Journal of Business and Management*, 26(1), 28–35. <https://doi.org/10.9790/487X-2601022835>
- Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organizational support. *Journal of Applied Psychology*, 71(3), 500–507.
- Farida, N., Alliah, A. B., Zalianty, J. A., Hardianti, W. T., Marchella, S., Satrya, P., & Nesa, U. (2024). *Manajemen sumber daya manusia*. CV. Eureka Media Aksara.
- Fiernaningsih, N., Herijanto, P., Wahyu, E. E., & Utami, R. B. (2024). *Manajemen sumber daya manusia*. PT. Literasi Nusantara Abadi Grup.
- Firdausi, L., & Mulyana, O. P. (2024). An exploration of meaningful work: Examining its correlational effect on affective commitment level of port service industry employee. *Jurnal Manajemen Dan Organisasi (JMO)*, 15(2), 132–147. <https://doi.org/10.29244/jmo.v15i2.55876>
- Iba, Z., & Wardhana, A. (2024). *Riset manajemen menggunakan SPSS dan Smart-PLS: Implementasi pada manajemen SDM, pemasaran, keuangan, pendidikan, kesehatan, pemerintahan, & kewirausahaan* (M. Pradana, Ed.; 1st ed.). Eureka Media Aksara.
- Iskandar, Syafrudin, O., Suryani, Y., & Filallba, M. A. A. (2024). The impact of transformational leadership, career development, and work environment on organizational commitment (Survey on CV. Bunda Devina). *International Journal Administration, Business & Organization*, 5(1), 1–13.
- Koo, M., & Yang, S. (2025). Likert-type scale. *Encyclopedia*, 5(18), 1–11.
- Kusumastuti, S. Y., Faisal, A., & Rahayu, D. H. (2024). *Metode penelitian kuantitatif (Panduan lengkap penulisan untuk karya ilmiah terbaik)* (Sepriano & Efitra, Eds.; 1st ed.). PT. Sonpedia Publishing Indonesia.
- Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1(1), 61–89. [https://doi.org/10.1016/1053-4822\(91\)90011-Z](https://doi.org/10.1016/1053-4822(91)90011-Z)
- Nurchaya, W. A., Arisanti, N. P., & Hanandhika, A. N. (2024). Penerapan uji asumsi klasik untuk mendeteksi kesalahan pada data sebagai upaya menghindari pelanggaran pada asumsi klasik. *Madani: Jurnal Ilmiah Multidisiplin*, 1(12), 472–481.

- Nurdiyansyah, E. D., Harjadi, D., & Karmela, L. (2024). The influence of meaningful work and work environment on organizational commitment through work engagement as a moderator variable. *International Journal of Social Research (IJSR)*, 1114–1123.
- Otoritas Jasa Keuangan. (2024). Statistik lembaga pembiayaan 2024. OJK.
- Raharjo, S. B., Masahere, U., & Widodo, W. (2023). Komitmen organisasi sebagai strategi peningkatan kinerja dan loyalitas karyawan: Studi tinjauan literatur. *Entrepreneurship Bisnis Manajemen Akuntansi (E-BISMA)*, 4(1), 143–156.
- Robbins, S. P., & Judge, T. A. (2024). *Organizational behavior* (19th ed.). Pearson Education Limited.
- Rohana, M. N., & Anisah, H. U. (2023). Pengaruh spiritual leadership dan pengembangan karir terhadap komitmen organisasi dengan kepuasan kerja sebagai variabel intervening. *Jurnal Ilmiah Multidisiplin*, 1(12).
- Sadaf, M., Mukhtar, U., & Nemati, A. R. (2022). Impact of organizational value system, perceived organizational support and job satisfaction on organizational commitment. *Journal of Entrepreneurship, Management, and Innovation*, 4(1), 71–99. <https://doi.org/10.52633/jemi.v4i1.151>
- Sholihah, S. M., Aditiya, N. Y., Evani, E. S., & Maghfiroh, S. (2023). Konsep uji asumsi klasik pada regresi linier berganda. *Jurnal Riset Akuntansi Soedirman*, 2(2), 102–110. <https://doi.org/10.32424/1.jras.2023.2.2.10792>
- Sinaga, H. R., Khuan, H., & Irdhayanti, E. (2024). Organizational support and career development on organizational commitment: A study in the financial services industry in Indonesia. *International Journal of Business, Law, and Education*, 5(1), 728–736.
- Steger, M. F., Dik, B. J., & Duffy, R. D. (2012). Measuring meaningful work: The Work and Meaning Inventory (WAMI). *Journal of Career Assessment*, 20(3), 322–337. <https://doi.org/10.1177/1069072711436160>
- Sugiyono. (2023). *Metode penelitian kuantitatif, kualitatif dan R&D* (5th ed.). Alfabeta.
- Sylviani, S., & Marpaung, M. P. (2023). Transformational leadership, perceived organizational support, job satisfaction towards organizational commitment. *Jurnal Ilmu Manajemen (JIM)*, 20(1), 20–33. <https://doi.org/10.21831/jim.v18i2>
- Vigazi, N. D., & Rino. (2023). Pengaruh perceived organizational support (POS) terhadap komitmen organisasional dengan kepuasan kerja sebagai variabel mediasi pada perawat RSUD Dr. Rasidin Padang. *Jurnal Salingka Nagari*, 2(2), 501–509.
- Yin, S., Guan, X., Zhang, Y., Li, Y., Jobe, M. C., & Ahmed, Z. (2023). The impact of Chinese primary school teachers' sense of work meaningfulness on organizational commitment: A chain mediation model. *Psychology Research and Behavior Management*, 16, 3477–3488.