

Organizational Support, Work Commitment, And Job Performance: Motivation As A Moderating Variable

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Abstract

This study aims to examine the causal relationship between organizational support, work commitment, and personnel performance, and assess the role of motivation as a moderation variable in strengthening the influence of work commitment on performance. The study used a quantitative approach with an explanatory type and was carried out at the Directorate of Special Criminal Investigation (Ditreskrimsus) of the Southeast Sulawesi Police with 130 active respondents. Data collection was carried out through a closed questionnaire arranged based on the indicators of each variable, then measured using a five-point Likert scale from strongly disagree to strongly agree. The sampling technique uses purposive sampling with the criteria that personnel have a minimum working period of two years and are directly involved in operational tasks. Data analysis was carried out using Structural Equation Modeling based on Partial Least Squares with the help of SmartPLS, through the outer model evaluation stage to test validity and reliability as well as internal model evaluation to test structural relationships and moderation effects. The results of the study show that motivation does not have a significant effect directly on personnel performance. However, organizational support has a positive and significant effect on performance, and has a very strong effect on work commitment. Work commitment has also been proven to have a positive and significant effect on personnel performance. In addition, motivation has been shown to significantly moderate the relationship between work commitment and performance, so that the influence of commitment on performance becomes stronger when personnel motivation is high. These findings affirm the importance of strengthening organizational support to build work commitments, as well as motivation enhancement strategies so that the commitments formed can be optimally actualized in improving personnel performance.

Keywords: Organizational Support, Work Commitment, Motivation, Personnel Performance

Abstrak

Penelitian ini bertujuan untuk menguji hubungan kausal antara dukungan organisasi, komitmen kerja, dan kinerja personel, serta menilai peran motivasi sebagai variabel moderasi dalam memperkuat pengaruh komitmen kerja terhadap kinerja. Penelitian ini menggunakan pendekatan kuantitatif dengan tipe eksploratif dan dilakukan di Direktorat Investigasi Kriminal Khusus (Ditreskrimsus) Kepolisian Sulawesi Tenggara dengan 130 responden aktif. Pengumpulan data dilakukan melalui kuesioner tertutup yang disusun berdasarkan indikator masing-masing variabel, kemudian diukur menggunakan skala Likert lima poin dari sangat tidak setuju hingga sangat setuju. Teknik pengambilan sampel menggunakan purposive sampling dengan kriteria bahwa personel memiliki masa kerja minimal dua tahun dan terlibat langsung dalam tugas operasional. Analisis data dilakukan menggunakan Structural Equation Modeling berbasis Partial Least Squares dengan bantuan SmartPLS, melalui tahap evaluasi model luar untuk menguji validitas dan reliabilitas serta evaluasi model dalam untuk menguji hubungan struktural dan efek moderasi. Hasil penelitian menunjukkan bahwa motivasi tidak memiliki pengaruh signifikan secara langsung terhadap kinerja personel. Namun, dukungan organisasi memiliki pengaruh positif dan signifikan terhadap kinerja, dan memiliki pengaruh yang sangat kuat terhadap komitmen kerja. Komitmen kerja juga telah terbukti memiliki pengaruh positif dan signifikan terhadap kinerja personel. Selain itu, motivasi telah terbukti secara signifikan memoderasi hubungan antara komitmen kerja dan kinerja, sehingga pengaruh komitmen terhadap kinerja menjadi lebih kuat ketika motivasi personel tinggi. Temuan ini menegaskan pentingnya memperkuat dukungan organisasi untuk membangun komitmen kerja, serta strategi peningkatan motivasi sehingga komitmen yang terbentuk dapat diwujudkan secara optimal dalam meningkatkan kinerja personel.

Kata kunci: Dukungan Organisasi, Komitmen Kerja, Motivasi, Kinerja Personel

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INTRODUCTION

The police organization as a law enforcement institution plays a vital role in maintaining public order and upholding the rule of law. In carrying out this role, personnel performance is one of the important indicators of institutional success. However, the work challenges faced by police personnel are complex, including psychological pressure, high workload, safety risks, and ever-increasing public expectations. In this context, there is a need to understand the internal factors of the organization that can affect the quality of employee performance. Along with the development of studies in the field of organizational behavior, attention began to be focused on the importance of building a psychologically supportive work environment. One of the most researched approaches is the relationship between organizational support, work commitment, and motivation, which leads to the achievement of optimal employee performance (Rhoades & Eisenberger, 2002; Kim & Yeo, 2025). These three variables are considered to interact with each other and are the main determinants for organizations that want to achieve performance effectiveness in a sustainable manner.

Perceived Organizational Support (POS) is the extent to which employees feel that the organization appreciates their contributions and cares about their well-being. POS has been shown to significantly affect employee attitudes and work behaviors. Velasco and Ylagan (2024) show that systematically designed organizational support is able to strengthen employee loyalty and belonging to the institution. Stinglhamber and Vandenberghe (2003) added that POS is able to increase employee affective commitment, which is a form of emotional attachment to the organization. In the context of a crisis such as the COVID-19 pandemic, POS has proven to be the main support in maintaining employee work engagement (Alshaabani et al., 2021). A study by Sudikno et al. (2022) also emphasizes that perceptions of organizational support contribute to increased commitment and performance indirectly. Therefore, in a pressure-laden organization such as the police, the presence of strong organizational support is a key factor in creating a healthy and productive work climate.

Work commitment itself is a form of psychological attachment that describes the extent to which an employee feels attached, responsible, and loyal to the organization where he or she works. This commitment has been proven to be positively correlated with work performance, both in terms of quality, punctuality, and responsibility in completing tasks. Wulandari et al. (2024) stated that high commitment can significantly improve performance, especially when supported by work motivation and a conducive leadership style. However, Setyorini and Hwihanus (2024) found that commitment does not always have a direct impact on performance if it is not supported by other supporting factors such as motivation and job satisfaction. Kim and Yeo (2025) in their research in the service sector emphasized that high commitment has an impact on increasing productivity and service quality. In this case, work motivation acts as a reinforcement that can strengthen or weaken the influence of commitment on performance. Guo et al. (2021) found that achievement motivation increases the positive effect of commitment on work performance, while Bashir et al. (2020) stated that motivation strengthens the relationship between working conditions and performance.

Although many studies have shown the relationship between organizational support, work commitment, and performance, most have been done in the private sector such as hospitality, education, and services. These studies rarely raise the context of the public sector, especially institutions with unique structural and operational characteristics such as the police. In fact, the work environment in the police is very complex, with a hierarchical structure, high workload, and strong external pressures. This creates a need to re-examine existing conceptual models in the context of the public sector, particularly in critical work units such as the Directorate of Special Criminal Investigation (Ditreskrim). In addition, there is still limited research that explicitly includes motivation as a variable that explains the variation in the power of the influence of commitment on performance. Some previous findings even show that high commitment does not always go hand in hand with improved performance, so other variables are needed to explain these inconsistencies (Setyorini & Hwihanus, 2024; Rhoades & Eisenberger, 2002).

From a theoretical perspective, many organizational behavior models still use a linear approach that assumes that direct work commitments result in higher performance. In fact, in practice, the relationship is complex and influenced by various factors, one of which is work motivation as a personal resource. Theories such as the Self-Determination Theory (Deci & Ryan) and the Job Demands-Resources Model (Demerouti et al.) explain that intrinsic and extrinsic motivation act as reinforcers in the relationship between commitment and work output. Without considering motivation as a factor in moderation, understanding the relationship between commitment and performance becomes less comprehensive (Kraimer et al., 2011; Tian et al., 2023). Therefore, research that integrates motivation as a moderation variable in the relationship model between organizational support, work commitment, and performance is needed, in order to obtain a more complete and contextual understanding.

To answer this gap, this study proposes a conceptual model that places organizational support as a predictor of work commitment and performance, as well as motivation as a variable that moderates the relationship between work commitment and performance. This model is designed to describe complex and interactive relationships between variables, not just linear. Guo et al. (2021) show that high-achieving motivated individuals have stronger organizational commitment and show better performance. Meanwhile, Bashir et al. (2020) underlined that work motivation plays a role in strengthening the influence of the work environment on employee work outcomes. Using this approach, it is hoped that it can be explained why in some cases, employees with high commitment do not necessarily show optimal performance, because they are influenced by their level of motivation.

This research model also accommodates the need to understand the context of organizations that have distinctive structures and workloads such as policing. Opoku and Boateng (2024) study shows that employees with high commitment and involvement tend to perform better when supported by a perception of organizational support and an adequate level of motivation. In addition, research by Liu et al. (2023) shows that organizational support has a direct influence on performance, but the relationship becomes stronger when mediated by psychological factors such as motivation and job

satisfaction. Through this approach, the research not only addresses the empirical and theoretical gaps that exist in the literature, but also offers relevant practical contributions in designing HR management strategies in high-risk public organization environments such as the police.

This research was conducted at the Directorate of Special Criminal Investigation (Ditreskrimsus) of the Southeast Sulawesi Regional Police, which is a strategic work unit in handling special crimes such as corruption, cybercrime, and economic crimes. This unit has a great responsibility in maintaining the integrity of the law and is an important representation of the professionalism of the National Police in the eyes of the public. Personnel of the Directorate of Criminal Investigation work in a stressful situation, with high workloads, operational risks, and high accountability demands from the public and supervisory institutions. In this context, it is crucial to understand the psychological factors that can drive or hinder personnel performance, including how they interpret organizational support, the extent to which they are committed to the institution, and how much motivation drives them to complete tasks in a disciplined, timely, and professional manner.

This study aims to analyze the influence of organizational support on work commitment and employee performance, as well as examine the role of motivation as a moderation variable in the relationship between work commitment and performance in Southeast Sulawesi Police Directorate of Criminal Investigation personnel. This study is expected to make a theoretical contribution by expanding the understanding of the relationship between organizational and psychological factors in improving the performance of public sector employees, especially in police institutions. In addition, practically, the results of this research can be used as a basis for developing evidence-based human resource development strategies, especially in designing organizational support policies and work motivation improvement programs that are relevant to the working conditions of Directorate of Criminal Investigation personnel. Thus, this research not only has academic value, but can also provide direct benefits for the improvement of the management system and the improvement of institutional performance.

METHODS

This study uses a quantitative approach with the type of explanatory research that aims to examine the causal relationship between organizational support, work commitment, and personnel performance, as well as assess the role of motivation as a moderation variable in strengthening the relationship between variables. The location of the research is at the Directorate of Special Criminal Investigation (Ditreskrimsus) of the Southeast Sulawesi Police, with 130 active respondents, and all test lines are declared significant. Data collection was carried out using a closed questionnaire compiled based on the indicators of each variable, then each item was measured using a five-point Likert scale from strongly disagree to strongly agree so that respondents' perceptions could be quantified measurably. The research population includes all active personnel of the South Sulawesi Police Directorate, while the sampling technique uses purposive sampling with the criteria that personnel have a minimum

working period of two years and are directly involved in operational tasks, so that respondents are considered relevant and understand the working conditions of the organization. Data analysis was carried out using Structural Equation Modeling based on Partial Least Squares (SEM PLS) with the help of SmartPLS because it is able to test complex models, does not require normal data distribution, and is suitable for testing the effect of moderation. The testing process was carried out through two stages, namely the evaluation of the outer model to assess the validity and reliability of the construct, and the evaluation of the inner model to test the influence between variables, including testing the effect of motivational moderation on the relationship between work commitment and personnel performance.

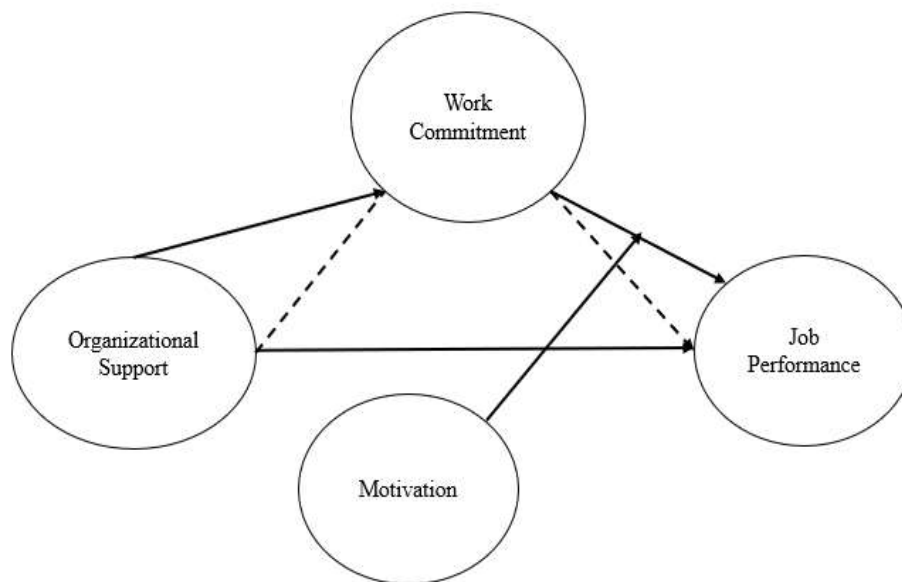


Figure 1. Research Model

RESULTS AND DISCUSSION

Results

The demographic profile of respondents in this study involved 130 active personnel of the Southeast Sulawesi Police Directorate of Criminal Investigations, all of whom met the criteria for a minimum of two years of service and were directly involved in operational duties. Based on the assumption of the general profile of police personnel in the operational unit, the composition of respondents was dominated by around 104 men (80.00 percent) and 26 women (20.00 percent). In terms of age group, respondents are generally at productive and mature age, namely 25 to 34 years around 46 people (35.38 percent), 35 to 44 years old around 58 people (44.62 percent), and 45 to 54 years old around 26 people (20.00 percent). Based on the level of education, most respondents are assumed to have a bachelor's education of around 91 people (70.00 percent), followed by a Master's degree of 13 people (10.00 percent), and a diploma or high school equivalent to 26 people (20.00 percent). Judging from work experience, the majority of respondents are estimated to have a working period of 7 to 11 years around 55 people (42.31 percent), followed by 2 to 6 years around 45 people (34.62 percent), and 12 to 20 years around 30 people (23.08 percent). Overall, this profile describes respondents who are

relatively experienced, of established working age, and have an adequate educational background, making it relevant to assess organizational support, work commitment, motivation, and personnel performance in the context of the Directorate of Criminal Investigation.

Table 1. Validity and reliability test

Variables	Items	Loading	Cronbach's alpha	Composite Reliability	Average variance extracted
Motivation	M.1	0,932	0,950	0,963	0,834
	M.2	0,909			
	M.3	0,926			
	M.4	0,878			
	M.5	0,920			
Organizational Support	X.1	0,939	0,953	0,954	0,877
	X.2	0,946			
	X.3	0,941			
	X.4	0,921			
Job Performance	Y.1	0,938	0,959	0,961	0,891
	Y.2	0,932			
	Y.3	0,951			
	Y.4	0,954			
Work Commitment	Z.1	0,922	0,956	0,957	0,883
	Z.2	0,958			
	Z.3	0,953			
	Z.4	0,925			

Table 1 shows that the research instrument has met the criteria of excellent validity and reliability based on the loading value, Cronbach's alpha, composite reliability, and average variance extracted in each construct. All indicators in the motivation variable had high loading values ranging from 0.878 to 0.932, with Cronbach's alpha 0.950 and composite reliability 0.963 confirming very strong internal consistency, and AVE 0.834 indicating convergent validity was met. The organizational support variable also has excellent measurement quality with loading 0.921 to 0.946, Cronbach's alpha 0.953, composite reliability 0.954, and AVE 0.877, which means that the indicator indicator is able to explain construct variance in large proportions. In the work performance variable, all items showed very high loading of 0.932 to 0.954, accompanied by Cronbach's alpha 0.959 and composite reliability of 0.961, as well as AVE 0.891, so that the performance construct was measured very reliably and validly. Similarly, the work commitment variable showed loading of 0.922 to 0.958 with Cronbach's alpha 0.956, composite reliability 0.957, and AVE 0.883, which indicates that the indicator indicator is very strong representing the construct. Overall, these results confirm that the measurement model is feasible because the entire construct has been proven to be convergently valid and reliable, so that it can be continued on testing the relationships between variables in the structural model.

Table 2. Correlation matrix of study variables

	1	2	3	4
Motivation	0,913			
Organizational Support	0,391	0,937		
Job Performance	0,321	0,717	0,944	
Work Commitment	0,417	0,790	0,783	0,940

Table 2 shows the correlation matrix between the research variables while confirming the quality of the construct through a higher diagonal value than the correlation between constructs. The values on the diagonal for each variable were motivation of 0.913, organizational support of 0.937, performance of 0.944, and work commitment of 0.940, which indicates that each construct has excellent measurement power. Judging from the relationship between variables, motivation has a positive correlation with organizational support of 0.391, with performance of 0.321, and with work commitment of 0.417, which shows that increased motivation tends to be followed by an increase in the perception of organizational support, commitment, and performance, although the strength is relatively low to moderate. Organizational support showed a fairly strong correlation with performance of 0.717 and very strong with work commitment of 0.790, which indicates that when personnel feel better organizational support, they tend to have higher work commitments and show better performance. In addition, the correlation between work commitment and performance was also high at 0.783, which indicates a close correlation that personnel with stronger commitments generally have better work performance. Overall, this correlation pattern illustrates the positive relationship between the main variables, with organizational support and work commitment as the strongest pairs of relationships, while reinforcing that the variables in the model are interconnected but still have different construct characteristics.

Table 3. R Square

	R-square
Job Performance	0,672
Work Commitment	0,624

Table 3 shows the value of R square which illustrates how much the predictor variable is able to explain variations in endogenous variables in the structural model. The R-square value for Job Performance of 0.672 indicates that 67.2 percent of the variation in personnel performance can be explained by variables that affect it in the model, while the remaining 32.8 percent are influenced by factors other than the research model. Meanwhile, the R-square value for Work Commitment of 0.624 showed that 62.4 percent of the variation in work commitment could be explained by the predictor variables associated in the model, and the remaining 37.6 percent were explained by other factors not included in the study. Overall, these two values show the clear power of the model that is quite strong, so that the model has good predictive capabilities in explaining work commitments and personnel performance.

Table 4. Path coefficient and significant level

	Original sample	P values
Motivation -> Job Performance	0,081	0,106
Organizational Support -> Job Performance	0,240	0,032
Organizational Support -> Work Commitment	0,790	0,000
Work Commitment -> Job Performance	0,497	0,000
Motivation x Work Commitment -> Job Performance	0,179	0,000

Based on the test results in Table 4, the relationships between variables in the structural model show significant and insignificant paths, thus providing a clearer picture of the factors that affect personnel performance. In general, the path coefficient in this table describes the direction of the influence, while the p-value indicates whether the influence is statistically proven in the research model. First, the effect of motivation on job performance has an original sample coefficient of 0.081 with a p value of 0.106, so this relationship is declared insignificant. These findings indicate that motivation, when tested as a direct influence, is not strong enough to explain the variation in personnel performance independently, as performance is likely to be more influenced by organizational factors and work commitments related to the system, support, and attachment to tasks.

Second, the effect of organizational support on job performance showed a coefficient of 0.240 with a p value of 0.032, which means that this relationship is positive and significant. These results confirm that the higher the organizational support felt by personnel, such as facility support, leadership attention, and clarity of the work system, the performance tends to increase because personnel feel more helped and better able to carry out their duties effectively. Third, the influence of organizational support on work commitment was proven to be very strong and significant, with a coefficient of 0.790 and a p value of 0.000. These findings show that organizational support is a dominant factor in forming work commitments, because when personnel feel that the organization gives adequate attention, support, and reward, they tend to have a higher sense of belonging, loyalty, and attachment to their work unit.

Fourth, work commitment has a positive and significant influence on job performance, as shown by a coefficient of 0.497 with a p value of 0.000. This means that the stronger the work commitment of personnel, the higher the performance produced, because the commitment encourages consistency, discipline, responsibility, and a willingness to put more effort into completing tasks. Fifth, the results of the moderation test showed that the interaction of motivation with work commitment to job performance was significant, with a coefficient of 0.179 and a p value of 0.000. This means that motivation strengthens the influence of work commitment on performance, so that when personnel motivation is high, the impact of work commitment in improving performance becomes stronger than when motivation is low.

Overall, these findings confirm that personnel performance is more influenced by organizational support and work commitment, while motivation is not directly affected but plays an important role as a moderation variable that strengthens the relationship between work commitment and performance. Thus, performance improvement strategies will be more effective if the organization strengthens the support felt by personnel to build commitment, while maintaining motivation so that the commitments formed are actually actualized into optimal performance. The results of the study show that organizational support has an important role in shaping the work commitment of police personnel. When employees feel valued, cared for, and supported fairly by the institution, they tend to show loyalty and emotional attachment to the organization. This is in line with the findings of Velasco and Ylagan

(2024) who affirm that a supportive work environment will increase employees' sense of belonging to the organization. In the context of police organizations, forms of support such as responsive leadership, performance rewards, and clarity of roles have been proven to strengthen members' commitment to their duties and institutions.

High work commitment has been shown to be positively correlated with improving the quality of personnel performance. Committed individuals not only demonstrate loyalty, but also carry out tasks with responsibility, timeliness, and result-orientation. These findings confirm the view of Wulandari et al. (2024) who stated that work commitments are able to encourage employees to make extra efforts in carrying out their roles. Commitment is an internal force that maintains consistency of work behavior, especially in stressful situations and professional demands such as in a special criminal investigation unit. Organizational support also has a direct impact on performance. This shows that the presence of an organization in meeting the needs of employees not only builds commitment, but also creates a psychological drive to work optimally. When the institution is present in the daily work of personnel through structural and emotional support, employees feel motivated to show their best performance. Rhoades and Eisenberger (2002) emphasized that the perception of organizational support can increase employees' sense of responsibility and involvement in achieving organizational goals.

Motivation in this study was proven to strengthen the relationship between work commitment and performance. This means that even if a person has a strong commitment, maximum work results will only appear if they are accompanied by a high level of motivation. Employees who are intrinsically and extrinsically driven will be better able to convert their commitments into concrete and productive actions. These findings are in line with the study of Guo et al. (2021) and Bashir et al. (2020) which stated that motivation is a key factor in bridging commitment and work performance in various sectors. Overall, the results of this study confirm that the combination of organizational support, work commitment, and motivation is an important foundation in building solid and sustainable performance. In a police environment that demands precision, integrity, and mental toughness, these three factors need to be managed synergistically. Police institutions need to pay attention to the non-technical aspects of human resource management, because operational success is highly dependent on the psychological condition and individual perception of their organization.

CONCLUSION

Based on the results of the research, it can be concluded that organizational support has a significant role in increasing work commitment while encouraging personnel performance. These findings confirm that when organizations are able to provide tangible support, such as attention to personnel needs, availability of work facilities, system clarity, and fair treatment, personnel are more likely to feel valued and cared for. These conditions form a positive psychological climate, foster a sense of belonging, and strengthen the loyalty and attachment of personnel to the work unit. In the end, organizational support does not only stop at the administrative aspect, but also becomes a reinforcement

of more disciplined, consistent, and results-oriented work behavior, so that personnel performance improves. In addition, work commitment has also been shown to have a strong relationship with performance, which shows that personnel who have a high attachment to work and organization are generally more willing to give their best effort, more responsible in carrying out tasks, and more persistent in completing job demands.

Furthermore, this study confirms that motivation plays a role as a moderation variable that strengthens the relationship between work commitment and personnel performance. This means that the commitment that has been formed will have a greater impact on performance when personnel have high work motivation, because motivation functions as an internal driver that makes personnel more excited, more focused on targets, and more willing to exert additional energy to achieve maximum work results. The practical implications of these findings emphasize the importance of strengthening organizational support systems and strategies to increase work motivation as an integral part of human resource management policies within the police force, for example through strengthening a supportive work climate, transparency and fairness in performance appraisals, proportionate rewards, and capacity and career development opportunities. With this approach, the commitment formed is not symbolic, but is actually actualized in measurable performance. For further research, it is recommended that the model be tested in the context of other public organizations so that the findings are broader to generalize, as well as add other variables such as leadership, work stress, workload, or organizational culture, so that the understanding of factors that affect performance can be more comprehensive and appropriate to the complexity of work dynamics in the public sector.

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