

## The Effect of Perceived Organizational Support on Employee Engagement and Turnover Intention: The Mediating Role of Organizational Commitment

Clarisa Nindya Franselina<sup>1</sup>

Ignatius Soni Kurniawan<sup>2</sup>

Mohammad Ahyar Syafwan Lysander<sup>3</sup>

<sup>1</sup>Faculty of Economics, Sarjanawiyata Tamansiswa University, Jl. Kusumanegara No.157, Umbulharjo, Yogyakarta, 55165, Indonesia  
E-mail: [clrisanindya25@gmail.com](mailto:clrisanindya25@gmail.com)

<sup>2</sup> Faculty of Economics, Sarjanawiyata Tamansiswa University, Jl. Kusumanegara No.157, Umbulharjo, Yogyakarta, 55165, Indonesia  
E-mail: [soni\\_kurniawan@ustjogja.ac.id](mailto:soni_kurniawan@ustjogja.ac.id)

<sup>3</sup> Faculty of Economics, Sarjanawiyata Tamansiswa University, Jl. Kusumanegara No.157, Umbulharjo, Yogyakarta, 55165, Indonesia  
E-mail: [ahyar.sl@ustjogja.ac.id](mailto:ahyar.sl@ustjogja.ac.id)

### Abstract

Previous studies have reported inconsistent findings regarding the role of organizational commitment in explaining the relationship between perceived organizational support, employee engagement, and turnover intention, particularly in public service organizations. This study examines the influence of perceived organizational support on employee engagement and turnover intention at the Yogyakarta Central Post Office, while testing organizational commitment as a mediating variable. A quantitative survey was conducted with 50 respondents, and the data were analyzed using Partial Least Squares (PLS). The results show that perceived organizational support has a significant positive effect on employee engagement and organizational commitment, and a significant negative effect on turnover intention. However, the bootstrapping results for the indirect paths indicate that organizational commitment does not significantly mediate the relationship between perceived organizational support and either employee engagement or turnover intention, so the mediation hypothesis is not supported. These findings indicate that perceived organizational support plays a direct role in enhancing employee engagement and reducing turnover intention, while suggesting that other factors such as job satisfaction, intrinsic motivation, and leadership style may also influence employees' decisions to remain with or leave the organization.

### Keywords

employee engagement, organizational commitment, perceived organizational support, turnover intention

#### Corresponding Author:

Clarisa Nindya Franselina

#### Email:

[clrisanindya25@gmail.com](mailto:clrisanindya25@gmail.com)

#### Article History:

Received: October 2, 2025

Accepted: December 30, 2025

Published: January 13, 2026

#### Publisher:

LPPM Institut Bisnis

dan Informatika

Kwik Kian Gie

Selection and Peer-review  
under the responsibility of the  
Editor Team of Jurnal  
Komunikasi dan Bisnis.

 OPEN ACCESS

## INTRODUCTION

Human resources are important assets that are dynamic and complex, different from physical assets such as money or machines (Hamali, 2019). Organizational success is not only determined by technology but also by employee capabilities and performance (Metria & Riana, 2018). Good job quality makes employees more productive and increases involvement (Caesens & Stinglhamber, 2014), whereas low involvement can hinder the achievement of organizational objectives (Jesi, 2023). A company that prioritizes employees through proper wages, profit sharing, and a conducive work atmosphere can reduce turnover intention (Sidabutar, 2018), although turnover intention remains a classic problem affecting costs, productivity, and reputation (Kmieciak, 2022). Perceived organizational support in the form of fair rewards, supportive attitudes, and adequate facilities improves employee loyalty, creativity, and commitment to organizational goals (Ahmad *et al.*, 2022; Otoo & Rather, 2024; Tang *et al.*, 2017). Multidimensional commitment—affection, continuance, and normative (Bhat *et al.*, 2023) — encourages employees to stay, work professionally, and be more involved (Nasution, 2017). Thus, the higher the perceived organizational support, the greater the employee engagement (Rismanto, 2020). When perceived organizational support increases organizational commitment and organizational commitment reduces turnover intention, organizational commitment may play a mediating role between perceived organizational support and turnover intention. Previous research suggests that perceived organizational support may not directly influence turnover intention but may have an indirect effect through organizational commitment (Kmieciak, 2022). A survey in the high-technology sector also confirms that perceived organizational support is negatively correlated with turnover intention through the mediation of organizational commitment. Thus, organizational commitment has been found to act as a mediator in the relationship between perceived organizational support and employee turnover intention in some studies.

At the Yogyakarta Central Post Office, there was a gap between the perceived organizational support provided and the level of employee engagement and loyalty. Although the company has provided training, work facilities, and incentives, some employees still show low involvement and a desire to move to other jobs. This suggests that existing perceived organizational support has not fully translated into strong commitment or reduced employees' turnover intention. Some employees still look for other job opportunities although the work facilities are adequate, showing a gap between management expectations and reality. Previous research has mostly focused on other sectors, while quantitative studies at the Yogyakarta Post Office are still limited, especially regarding the mediating role of organizational commitment. Therefore, this research is important to fill the gap and provide deeper empirical understanding.

When perceived organizational support aligns with employee expectations, their engagement increases, consistent with previous findings that perceived organizational support positively influences employee engagement (Jesi, 2023).

Most previous studies show that perceived organizational support (POS) positively influences employee engagement and commitment, where employees who feel supported become more motivated, loyal, and engaged in their jobs (Ahmad *et al.*, 2022; Caesens & Stinglhamber, 2014). However, under certain conditions, when support is perceived as insincere, misaligned with expectations, or manipulative, the impact can be negative, reducing involvement and commitment (Umami *et al.*, 2024). Likewise, perceived organizational support generally reduces turnover intention (Adhima & Rakhmawati, 2018), but several studies found positive or nonsignificant effects when the support provided was not relevant to employee needs (Hidayah, 2024). On the other hand, organizational commitment generally increases engagement, where highly committed employees are more passionate and dedicated in their work (Pratiwi & Suhaeni, 2020; Safitri & Aprilyana, 2022). However, research also highlights that overcommitment, especially when accompanied by high work pressure or value misalignment, can reduce involvement. In addition, organizational commitment mostly has a negative influence on turnover intention (Bhat *et al.*, 2023), although there are other findings showing positive or nonsignificant effects, especially among employees facing high work pressure or better career opportunities outside the organization (Sanjaya *et al.*, 2024).

Based on the above description, there is a research gap concerning the inconsistent findings on the influence of perceived organizational support and organizational commitment on employee engagement and turnover intention, particularly in the Yogyakarta Central Post Office context. This research is important to provide deeper understanding through a quantitative approach so that the results can serve as a basis for managerial decisions to improve employee engagement and reduce turnover intention within the organization. This study investigates the direct effects of perceived organizational support on employee engagement, organizational commitment, and turnover intention among employees at Yogyakarta Central Post Office. Additionally, it examines the mediating role of organizational commitment in the relationships between perceived organizational support and employee engagement, as well as between perceived organizational support and turnover intention.

## METHODS

This study uses a quantitative research design with a survey approach. This approach was chosen to test the formulated hypotheses and obtain measurable statistical data. The research was conducted at the Yogyakarta Central Post Office in June 2025, focusing on analyzing the

impact of perceived organizational support on employee engagement and turnover intention with organizational commitment as a mediating variable.

The population in this study consists of all employees of the Yogyakarta Central Post Office, totaling 50 employees, and the study used a census method in which all population members became respondents. The census approach was selected to avoid sampling bias and ensure full representation of the small employee population at the Yogyakarta Central Post Office. Data collection was carried out using a questionnaire, which is a data collection technique by providing written questions or statements to respondents (Sugiyono, 2020). The questionnaire items were related to the study variables: perceived organizational support, organizational commitment, employee engagement, and employee turnover intention. Each item was measured using a Likert scale from 1 to 5, where 1 indicates strongly disagree and 5 indicates strongly agree. The questionnaire measured four main variables in the study: perceived organizational support, organizational commitment, employee engagement, and employee turnover intention. Perceived organizational support was measured using ten items adapted from Eisenberger *et al.* (2020), for example, Organization acknowledges and appreciates that my work and contributions are important for organizational continuity and success. Organizational commitment was measured using seven items adapted from Otoo & Rather (2024), for example, My values and the organization's values are aligned. Employee engagement was measured using eight items adapted from Otoo & Rather (2024) for example, I put all my abilities into my work. Employee turnover intention was measured using three items adapted from Kmiecik (2022), for example, I often think about leaving my job at this moment. Data analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM), which is suitable for exploratory models with small sample sizes ( $n=50$ ). Validity and reliability tests confirmed all constructs met the required thresholds (loading factor  $> 0.7$ , AVE  $> 0.5$ , Cronbach's Alpha  $> 0.7$ , Composite Reliability  $> 0.7$ ). Bootstrapping (5,000 subsamples) was employed to test direct and mediating effects significance. Note: External validity is limited due to the single-site census approach ( $n=50$  at one postal branch); future studies should employ larger, multi-site samples across diverse Indonesian public service organizations to enhance generalizability.

## RESULTS AND DISCUSSION

### Characteristics Respondents

Respondents in this study totaled 50 people. Based on gender type, the majority of respondents were women totaling 28 people (56%), while men totaled 22 people (44%). This shows that the study respondents were dominated by women. From the age perspective, most respondents were in the 20–30 age group totaling 23 people (46%). This age group can be categorized as early productive age with high energy and motivation at work. Respondents aged

31–40 totaled 16 people (32%), while respondents aged 41–50 totaled 11 people (22%). Thus, most respondents were at relatively productive ages and still active in the world of work. Based on last education, the majority of respondents were S-1 graduates totaling 27 people (54%). Respondents with Diploma education (D1/D2/D3/D4) totaled 17 people (34%), high school graduates totaled 5 people (10%), and only 1 person (2%) held an S2 degree. These data show that most respondents had medium to high education levels, enabling them to understand the research instruments well.

**Table 1. Characteristics of Respondents**

Category	Information	Amount	Percentage
Gender	Men	22	44%
	Woman	28	56%
Age	20-30 years old	23	46%
	31-40 years old	16	32%
	41-50 years old	11	22%
Last education	Senior high school	5	10%
	Diploma (D1/D2/D3/D4)	17	34%
	S-1	27	54%
	S-2	1	2%

Based on Table 2, all study constructs fulfilled the criteria for convergent validity. This is shown by the Average Variance Extracted (AVE) values above 0.50 (EE = 0.652; OC = 0.675; TI = 0.938; POS = 0.618), indicating that each construct explains more than half of the variance of its indicators. Thus, the indicators used adequately represented each construct and were declared valid. Furthermore, the reliability test results also showed internal consistency of the research instrument. Cronbach's Alpha, rho\_A, and Composite Reliability (CR) values for all constructs were above 0.70, for example CR EE = 0.882; CR OC = 0.862; CR TI = 0.979; and CR POS = 0.866. These findings confirm that the research instrument was reliable. Thus, all constructs in this study were proven valid and reliable for further structural model testing.

**Table 2. Validity and Reliability Test Results**

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Employee engagement	0.824	0.857	0.882	0.652
Organizational commitment	0.760	0.763	0.862	0.675
Turnover intention	0.967	0.968	0.979	0.938
Perceived organizational support	0.794	0.804	0.866	0.618

The model fit test results in Table 3 show SRMR values of 0.090 (saturated) and 0.117 (estimated), indicating that the saturated model was acceptable, while the estimated model did not fully meet the recommended fit criteria. The d\_ULS and d\_G values were relatively small,

indicating that the model fit the data, although the NFI (0.674–0.690) remained below the ideal 0.90 standard. Overall, the research model could be accepted for further structural analysis.

**Table 3. Model Fit Test Results**

	Saturated Model	Estimated Model
SRMR	0.090	0.117
d_ULS	0.845	1.446
d_G	0.684	0.752
Chi-Square	144.529	151.968
NFI	0.690	0.674

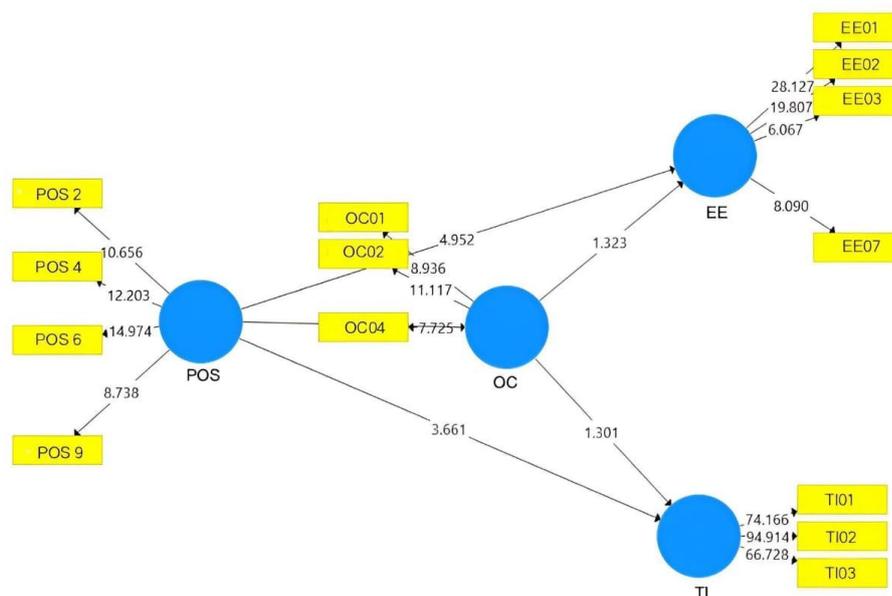
**R-Square (R<sup>2</sup>)**

R-Square (R<sup>2</sup>) is used to determine how much the independent variables can explain the dependent variables. The higher the R<sup>2</sup> value, the stronger the model’s ability to explain the variation in the dependent variables.

**Table 4. Results of the R Square (R<sup>2</sup>) Test**

	R Square	R Square Adjusted
Employee engagement	0.528	0.504
Organizational commitment	0.201	0.182
Turnover intention	0.156	0.114

Based on Table 4, the employee engagement (EE) construct had an R<sup>2</sup> value of 0.528 (Adjusted 0.504), indicating a moderate explanatory ability. Meanwhile, the organizational commitment (OC) construct with an R<sup>2</sup> of 0.201 (Adjusted 0.182) and turnover intention (TI) with an R<sup>2</sup> of 0.156 (Adjusted 0.114) were in the low category. These findings indicate that the model explained employee engagement well but remained limited in explaining organizational commitment and turnover intention, suggesting the influence of variables outside the model.



**Figure 1. Structural Model (Inner Model) of PLS Analysis Results**

**Hypothesis Testing**

To test the research hypotheses, path analysis was conducted using SmartPLS 4 to examine the direct and indirect effects among the variables. The significance of each hypothesized path was evaluated using t-statistics and p-values, with a significance level of 0.05. Table 5 presents the path coefficients, including the original sample coefficients, sample means, standard deviations, t-statistics, and p-values for each hypothesized relationship. These results provide empirical evidence regarding the relationships between perceived organizational support, organizational commitment, employee engagement, and turnover intention.

**Table 5. Path coefficients**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
POS → EE	0.638	0.623	0.129	4.952	0.000
POS → OC	0.449	0.465	0.138	3.240	0.001
POS → TI	-0.439	-0.466	0.120	3.661	0.000
OC → EE	0.163	0.190	0.123	1.323	0.187
OC → TI	0.239	0.225	0.184	1.301	0.194

POS = perceived organizational support; OC = organizational commitment; EE = employee engagement; TI = turnover intention.

Based on Table 5, the POS → EE path has a positive coefficient of 0.638 with a t-statistic of 4.952 and a p-value of 0.000, indicating a significant effect. This shows that perceived organizational support played an important role in increasing employee engagement. Furthermore, the POS → OC path is also significant with a coefficient of 0.449 (t-statistic 3.240; p-value 0.001), indicating that perceived organizational support increased organizational commitment.

In contrast, the OC → EE and OC → TI paths were not significant because their p-values were greater than 0.05. This result shows that organizational commitment was not strong enough to influence employee engagement or turnover intention. Meanwhile, the POS → TI path shows a significant negative effect with a coefficient of -0.439 (t-statistic 3.661; p-value 0.000), indicating that higher perceived organizational support reduced turnover intention. Overall, these results indicate that perceived organizational support directly increased employee engagement and organizational commitment while reducing turnover intention, whereas organizational commitment was not a significant predictor in the tested relationships.

**Results of Bootstrapping Analysis for Indirect Effects**

The results indicate that perceived organizational support has significant direct positive effects on both employee engagement and organizational commitment, as well as direct effects on turnover intention. However, as shown in Table 6, the indirect effects of perceived organizational support on employee engagement and turnover intention mediated by

organizational commitment were not statistically significant ( $p > 0.05$ ) These findings suggest that organizational commitment does not serve as a significant mediator in the relationship between perceived organizational support and the outcome variables examined.

**Table 6. Indirect effect results from bootstrapping**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
POS → OC → EE	0.073	0.093	0.073	1.007	0.314
POS → OC → TI	0.107	0.108	0.100	1.072	0.284

POS = perceived organizational support; OC = organizational commitment; EE = employee engagement; TI = turnover intention.

The results in Table 6 show that the indirect path POS → OC → EE had a coefficient of 0.073 with a t-statistic of 1.007 and a p-value of 0.314, while the indirect path POS → OC → TI had a coefficient of 0.107 with a t-statistic of 1.072 and a p-value of 0.284. Both paths were not significant. This indicates that organizational commitment did not act as a mediator between perceived organizational support and employee engagement or turnover intention. Thus, the influence of perceived organizational support was more dominant through direct effects than through the mediation of organizational commitment.

## DISCUSSION

### Direct influence of perceived organizational support on employee engagement

Test results for hypothesis (H1) showed that perceived organizational support had a positive influence on employee engagement. This result indicates that perceived organizational support has a strong and statistically significant positive effect on employee engagement, confirming that employees who perceive higher perceived organizational support tend to show higher levels of engagement. This finding suggests that, in addition to perceived organizational support, employee engagement may also be influenced by other factors such as intrinsic motivation, job satisfaction, and leadership style. From a descriptive perspective, the indicator with the lowest mean was Organization truly cares about my well-being (mean = 4.05), indicating a weakness in employee welfare appreciation. On the contrary, the indicator with the highest mean was The organization takes my goals and values seriously (mean = 4.35), reflecting personal–organizational value alignment. However, although perceived organizational support remained important, improving employee engagement would be more effective if focused on intrinsic motivation, job satisfaction, and supportive leadership (Jesi, 2023; Rismanto, 2020)

### Direct influence of perceived organizational support on organizational commitment

The hypothesis testing results (H2) show that perceived organizational support has a significant positive influence on organizational commitment. This means that perceived

organizational support increased employee attachment when the support aligned with employee needs. Descriptively, the indicator with the lowest mean was I really feel as if the organization's problems are my own (mean = 3.47), reflecting a weak sense of belonging. On the contrary, the indicator with the highest mean was This organization deserves my loyalty (mean = 4.14), indicating many employees still viewed the organization positively. However, although perceived organizational support played an important role, its impact on commitment required alignment with employee needs and expectations (Aliddin *et al.*, 2024; Umami *et al.*, 2024).

### **Direct influence of perceived organizational support on turnover intention**

The hypothesis testing results (H3) show that perceived organizational support has a significant negative influence on employee turnover intention. This indicates that perceived organizational support significantly reduced employees' turnover intention. Employee decisions to stay or leave the organization were more influenced by other factors such as compensation, career opportunities, and labor market conditions (Naini & Riyanto, 2023). Descriptively, the indicator with the lowest mean was I often think about leaving my job at this moment (mean = 1.93), whereas the indicator with the highest mean was As soon as possible, I will leave this organization (mean = 2.21). These results show that the level of employee turnover intention in general was still relatively low. However, although perceived organizational support showed the expected direction of influence, its effectiveness remained limited; therefore, organizations need to strengthen retention strategies through competitive compensation, career development, and employee welfare programs (Kmieciak, 2022; Naini & Riyanto, 2023).

### **Direct influence of organizational commitment on employee engagement**

The hypothesis testing results (H4) show that organizational commitment did not significantly influence employee engagement. The findings indicate that higher perceived commitment did not always align with increased involvement and could even reduce involvement when commitment was formal or normative without supportive conditions such as reasonable workloads or realistic organizational expectations. Descriptively, the indicator with the lowest mean was I work very hard in what I do (mean = 4.12). On the contrary, the indicator with the highest average is I am interested in my job (mean = 4.53), which indicates that most employees still show high interest in their job although involvement levels were influenced by other factors. Thus, increasing organizational commitment needs to be accompanied by a healthy, fair, and supportive work environment to positively impact employee engagement (Ibnu *et al.*, 2019; Ortiz & Lau, 2011).

### **Direct influence of organizational commitment on turnover intention**

The hypothesis testing results (H5) show that organizational commitment had a positive but not significant influence on employee turnover intention. This finding indicates that organizational commitment did not have a statistically significant effect on turnover intention in this context, suggesting that commitment alone was insufficient to explain employees' intention to leave because employees still considered other job opportunities due to external factors such as compensation, career prospects, and labor market conditions. Descriptively, some employees showed doubt in linking commitment with their decision to stay in the organization, so existing commitment was not strong enough to reduce turnover intention. However, although organizational commitment remains important, organizations need to complement retention strategies with competitive compensation, career development opportunities, and a conducive work climate to encourage employees to stay longer (Sahroni H, 2022; Sanjaya *et al.*, 2024).

### **Influence of perceived organizational support on employee engagement through organizational commitment**

The results of hypothesis testing (H6) show that the influence of perceived organizational support on employee engagement through organizational commitment was not significant, as the p-value was above 0.05. This signifies that organizational commitment did not play a role as a mediator. This result challenges the commonly assumed mediating role of organizational commitment by demonstrating that perceived organizational support operates predominantly through direct effects rather than indirect pathways in this public service context in the relationship between perceived organizational support and employee engagement. In other words, even though employees felt perceived organizational support, this did not automatically increase employee engagement through organizational commitment. In descriptive terms, employee engagement was more influenced by other factors such as intrinsic motivation, job satisfaction, leadership style, and self-development opportunities. This condition indicates that improving employee engagement requires not only strengthening commitment but also focusing on other aspects such as recognition, autonomy, and a supportive work environment (Hamza, 2020).

### **Influence of perceived organizational support on turnover intention through organizational commitment**

The results of hypothesis testing (H7) show that the influence of perceived organizational support on turnover intention through organizational commitment was not significant, as the p-value was greater than 0.05. This signifies that organizational commitment did not act as a mediator in the relationship between perceived organizational support and employee turnover

intention. However, although employees felt supported by the organization, this did not automatically increase organizational commitment capable of reducing turnover intention. Findings indicate that external factors such as compensation, career prospects, and labor market conditions were more influential on employees' decisions to stay or leave the organization. Therefore, retention strategies needed to be complemented with relevant well-being-oriented support, career development, and a competitive work climate to effectively reduce turnover intention (Albalawi *et al.*, 2019).

## CONCLUSION

This study tested the influence of perceived organizational support, organizational commitment, employee engagement, and turnover intention at the Yogyakarta Central Post Office. Research results show that organizational commitment did not mediate the relationships between perceived organizational support and employee engagement or turnover intention, whereas perceived organizational support significantly influenced employee engagement and organizational commitment. In addition, perceived organizational support had a significant negative influence on turnover intention, while organizational commitment did not show a significant effect. The findings demonstrate that organizational commitment did not have a statistically significant effect on employee engagement or turnover intention and did not function as a mediating variable in this study. Instead, perceived organizational support emerged as the dominant predictor, exerting significant direct effects on employee engagement, organizational commitment, and turnover intention. While perceived organizational support played a role, and other factors such as job satisfaction, intrinsic motivation, organizational justice, and leadership style may also contribute. Practical implications from this study highlight important considerations for the management of the Yogyakarta Central Post Office. From a managerial perspective, strengthening employee engagement strategies requires aligning organizational commitment with employee needs.

To implement these managerial implications, these efforts can be carried out by involving employees in decision-making, giving awards for contributions, providing competence development opportunities, and supporting work-life balance. Meaningful perceived organizational support increased employee engagement and reduced turnover intention. In theoretical terms, this research shows that perceived organizational support played a more prominent role than organizational commitment in increasing involvement and reducing turnover intention. These findings expand the understanding that employee engagement and retention cannot be explained solely by these two variables and that other factors such as job satisfaction, intrinsic motivation, organizational justice, and leadership style may play a more influential role. Therefore, future research should examine variables such as job satisfaction,

intrinsic motivation, and leadership style as mediators or moderators and extend the sample to different sectors to refine the model of employee engagement and turnover intention.

## REFERENCES

- Adhima, F., & Rakhmawati, L. (2018). Pengaruh fungsi mentoring terhadap keinginan berpindah dengan persepsi dukungan organisasi sebagai variabel mediasi pada karyawan PT. Bank Aceh Syariah kantor pusat operasional Banda Aceh. *Jurnal Ilmiah Mahasiswa Ekonomi Manajemen*, 3(1), 46–54. <https://doi.org/10.24815/jimen.v3i1.6354>
- Ahmad, M. S., Barattucci, M., Ramayah, T., Ramaci, T., & Khalid, N. (2022). Organizational support and perceived environment impact on quality of care and job satisfaction: a study with Pakistani nurses. *International Journal of Workplace Health Management*, 15(6), 677–693. <https://doi.org/10.1108/IJWHM-09-2021-0179>
- Albalawi, A. S., Naughton, S., Elayan, M. B., & Sleimi, M. T. (2019). Perceived Organizational Support, Alternative Job Opportunity, Organizational Commitment, Job Satisfaction and Turnover Intention: A Moderated-mediated Model. *Organizacija*, 52(4), 310–324. <https://doi.org/10.2478/orga-2019-0019>
- Aliddin, L. A., Syaifuddin, D. T., Montundu, Y., & Marlina, S. (2024). The Impact of Perceived Organizational Support and Social Support on Employee Performance: The Mediating Role of Organizational Commitment. *Journal of Economics, Business, and Accountancy Ventura*, 27(2), 253–273. <https://doi.org/10.14414/jebav.v27i2.4610>
- Bhat, M. A., Tariq Khan, S., & Rainayee, R. A. (2023). Assessment of perceived labor market conditions in employees' turnover intention model: Mediation and moderation analyzes. *PSU Research Review*, 7(1), 1–32. <https://doi.org/10.1108/PRR-05-2020-0017>
- Caesens, G., & Stinglhamber, F. (2014). The relationship between perceived organizational support and work engagement: The role of self-efficacy and its outcomes. *Revue Europeenne de Psychologie Appliquee*, 64(5), 259–267. <https://doi.org/10.1016/j.erap.2014.08.002>
- Eisenberger, R., Rhoades Shanock, L., & Wen, X. (2020). Perceived Organizational Support: Why Caring about Employees Counts. *Annual Review of Organizational Psychology and Organizational Behavior*, 7(2), 101–124. <https://doi.org/10.1146/annurev-orgpsych-012119-044917>
- Hamali, A. Y. (2019). Pemahaman manajemen sumber daya manusia: startegi mengelola karyawan. CAPS.
- Hamza, A. (2020). The effect of modern production management techniques on enhancing the requirements of technical innovation. *PaLArch's Journal of Archaeology of Egypt/Egyptology*, 17(6), 1–16. <https://archives.Palarch.nl/index.php/jae/artichel/view>.
- Hidayah, N. (2024). Pengaruh dukungan organisasi, pengembangan karir terhadap kepuasan kerja dan turnover intention pada karyawan operasional PT. CRS (Siantar Top Group, Tbk). *Economie: Jurnal Ilmu Ekonomi*, 5(2), 16–42. <https://doi.org/10.30742/economie.v5i2.3598>
- Ibnu, R., Islam, Md. A., Mohd Noor, I., Mat, N., & Amiruddin, A. A. (2019). Organizational commitment and employee engagement among administrators in public universities in Malaysia. *Sains Humanika*, 11(2), 1–7. <https://doi.org/10.11113/sh.v11n2-2.1648>

- Jesi, A. S. (2023). Analisis dukungan organisasi dan kualitas kehidupan kerja terhadap kinerja karyawan dengan keterlibatan karyawan sebagai mediasi pada perusahaan freight forwarder Kota Batam. *Jesya*, 6(1), 102–113. <https://doi.org/10.36778/jesya.v6i1.899>
- Kmieciak, R. (2022). Co-worker support, voluntary turnover intention and knowledge withholding among IT specialists: The mediating role of affective organizational commitment. *Baltic Journal of Management*, 17(3), 375–391. <https://doi.org/10.1108/BJM-03-2021-0085>
- Metria, K., & Riana, I. G. (2018). Pengaruh dukungan organisasi terhadap komitmen organisasional dan kinerja pegawai. *E-Jurnal Ekonomi dan Bisnis Universitas Udayana*, 7(9), 2117–2146. <https://doi.org/10.24843/eeb.2018.v07.i09.p02>
- Naini, N. F., & Riyanto, S. (2023). The influence of perceived organizational support and work-life balance on turnover intention through job satisfaction. *International Journal of Islamic Business and Management Review*, 3(2), 183–193. <https://doi.org/10.54099/ijbmr.v3i2.814>
- Nasution, M. I. (2017). Pengaruh stres kerja, kepuasan kerja dan komitmen organisasi terhadap turnover intention medical representative. *Jurnal Ilmiah Manajemen*, 7(3), 407–428.
- Ortiz, C. D., & Lau, K. W. (2011). The effect of employee engagement on continuance and normative commitment to the organization. *Journal of Management Research*, 3(1), 1–20.
- Otoo, F. N. K., & Rather, N. A. (2024). Human resource development practices and employee engagement: the mediating role of organizational commitment. *Rajagiri Management Journal*, 18(3), 202–232. <https://doi.org/10.1108/ramj-09-2023-0267>
- Pratiwi, R. E., & Suhaeni, T. (2020). Menjaga komitmen karyawan millennial: Peran mediasi keterlibatan karyawan terhadap person- organization (P-O) Fit dan komitmen organisasi. *Prosiding The 11th Industrial Research Workshop and National Seminar*, 11(1), 1245–1251. <https://doi.org/10.35313/irwns.v11i1.2192>
- Rismanto. (2020). Pengaruh persepsi dukungan organisasi terhadap kinerja karyawan dengan keterlibatan karyawan sebagai variabel mediasi (Studi di Universitas Sarjanawiyata Tamansiswa Yogyakarta). *Jurnal Ekobis Dewantara*, 3(2), 1–9. [https://doi.org/10.26460/ed\\_en.v3i2.1342](https://doi.org/10.26460/ed_en.v3i2.1342)
- Safitri, M. H., & Apriliana, N. (2022). Pengaruh kepuasan kerja dan keterlibatan kerja terhadap komitmen organisasi karyawan pada PT Sukses Jaya Makmur Abadi di Aceh Besar. *JSI: Jurnal Saudagar Indonesia*, 1(1), 1–8. <https://doi.org/10.37598/jsi.v1i1.1316>
- Sahroni, H., & S. (2022). Effect of work life balance and organizational commitment on turnover intention of employees of PT. Santosa Adi Perkasa. *Kontigensi : Jurnal Ilmiah Manajemen*, 10(1), 113–121. <https://doi.org/10.56457/jimk.v10i1.260>
- Sanjaya, A. T. V., Saddewisasi, W., & Budiarti, Y. (2024). Pengaruh komitmen organisasi dan stres kerja terhadap niat berpindah kerja: Peran kepuasan kerja sebagai variabel intervening. *Seiko: Journal of Management & Business*, 7(1), 763–774. <https://doi.org/10.37531/sejaman.v7i1.7279>
- Sidabutar, A. (2018). Pengaruh kepuasan kerja, kepemimpinan, dan dukungan organisasi terhadap niat berpindah karyawan pada perusahaan infrastruktur dan jasa ICT PT XYZ (Tesis magister) Institut Teknologi Sepuluh November.

- Sugiyono. (2020). *Metodologi penelitian kuantitatif, kualitatif dan R & D*. Bandung: Alfabeta.
- Tang, G., Yu, B., Cooke, F. L., & Chen, Y. (2017). High-performance work system and employee creativity: The roles of perceived organisational support and devolved management. *Personnel Review*, 46(7), 1318–1334. <https://doi.org/10.1108/PR-09-2016-0235>
- Umami, N. A. K., Widhiandono, H., Darmawan, A., & Alfalisyanto. (2024). Perceived organizational support, work ethic and compensation on organizational commitment. *International Journal of Economics, Business and Accounting Research (IJEBAR)*, 8(1), 1–12. <https://doi.org/10.29040/ijebar.v8i1.12438>