

# Investigating the Effect of Perceived Organizational Support and Organizational Culture Towards Indonesian Private Employee's Organizational Commitment

## The Role of Gender as Moderating Variable

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### ABSTRACT

There are changes that occur in the community order, also impacting aspects in a corporate organization, one of which is in terms of meeting the needs of a more decent workforce. The fulfillment of these needs can be realized through the support of organizations and culture of organizations or companies that affect employee loyalty. Organizational Culture and Organizational Support in Private Company Employees or Productive Working Age was examined in this study whether it has a relationship and influence on organizational commitment. Research uses Structural Equation Modeling (SEM). Data collection in the form of surveys using questionnaires obtained samples from the study as many as 491 respondents sampled Employees of Private Companies Productive Age Work. The results of this study mentioned that perceived organizational support and organizational culture have a positive and significant effect on organizational commitment. In addition, moderation testing showed that gender is able to moderate organizational culture relationships towards organizational commitment. In contrary, gender does not moderate the relationship between organizational support towards organizational commitment. The discovery expands the literature's study of gender differences, commitment and employee loyalty.

**Keywords:** *Perceived Organizational Support, Organizational Commitment, Organizational Culture, Gender Differences*

### 1. INTRODUCTION

Transformation in various areas of human life today affects changes in some aspects of life as well. The phenomenon is related to modernization that leads to hope for a more developed and better life. In addition to influencing the pattern of life in modernized society also requires an organization or company to adjust the changes. The driving factor to dynamic the change will be the strategy and also adaptation to the changes in some aspects that concern interests in the organization or company. The goal is to keep the activities in the company or organization running following the changes and overcome various challenges.

Support in a company will affect the effectiveness

and efficiency of employees in work, especially for older employees, when compared to employees who are still in productive age who have high work productivity and are more active compared to the old workforce, generally have limited labor and also weak physique. Human resources in an organization have a dominant and primary role in supporting the running of activities in the company in order to achieve the vision of the company's mission. The perception of organizational support relates to the assumptions and assessments of employees about how much the organization pays attention and attention to employee contributions. If the employee has assumed that the organization's support is given by a large organization, then the employee will respond positively by

maintaining concern for the organization while maintaining membership as a member of the organization, so as to develop a more positive relationship and perception of the organization.

In addition to the support of the organization there is also one of the important aspects to support the performance of employees is the culture in the organization. Aspects and values instilled and applied continuously in the culture of large organizations influence with the behavior of each party in the organization, one of which is employees in the organization itself. Furthermore, the culture of the organization becomes a guideline and the main character of the organization that will be believed and maintained on an ongoing basis.

Support and culture of interconnected organizations will have a good impact and influence to give a confidence to employees in an organization, both related to mental support, morals, health, values built and other aspects of the organization. Employees' trust in an organization will determine the loyalty and commitment of employees to the company or organization in which they work, both regarding their contributions and responsibility to meet the achievement of the goals of that company or organization [1]

Based on field facts from the literature mentions that there is a reduction in the number of employees of private companies due to the covid-19 pandemic. The reduction in the number of employees or termination of employment (layoffs) is carried out by the company to minimize losses and the amount of operating expenses in the company. Meanwhile, to overcome the problem also motivates employees to increase their participation in work in order to maintain their membership in the organization, because basically the behavior of employees is oriented towards a specific goal. Employees who have a higher level of commitment are considered to have an opportunity to stay in the company compared to employees with a low level of commitment. With the willingness, trust, and acceptance of employees to strive to achieve the company's goals shows a positive commitment to the company. The bonded relationship between employees and the organization will give rise to a good commitment when both parties feel the reciprocal results as expected [2].

Some previous studies have tested the importance of demographic characteristics in predicting commitments within an organization. Especially in the differences in gender differences in an organization. According to previous research Women are more highly committed in an organization [3], [4]. Quite vulnerable in the case of human resources is the turnover rate, the intention in turn over for both

genders correlated in the formation of commitment in work as well as job satisfaction. However, according to a report from Mc Kinsey, there are quite drastic comparisons regarding gender differences. The report said only 79 women were promoted as C-levels compared to 100 men.

Previous research has inconsistent findings in examine the relationship among variables. The Number of previous research state that organizational culture has positive significant toward organizational culture. [5], [6]. In contrary, study from Sriekaningsih and Setyadi (2015) showed that organizational culture did not significant toward organizational commitment. For instance, the relationship perceived organizational support has positive influence toward organizational commitment [7], [8]. In addition, this study aims to examine the gender differences between women perspective and men perspective about commitment in some organization.

This research has four main contributions. First, this research will enlarge the literature about commitment and human contribution. Second, the result of this research will delineate the role of gender difference in organization loyalty. The result will interpret the gender gaps within organization for developing a human resources practices in the future. Furthermore, these findings will investigate factors can increase commitment to decrease employee turnover.

## **2. LITERATURE REVIEW**

### ***2.1 Organizational Commitment***

The organization's commitment relates to how much employee involvement in the organization is and how far employees are prepared to maintain their membership in an organization. This can be reviewed from the employee's behavior for his commitment to the organization [9]. In the study [10] interpreted the commitment of the organization as a form of attachment and individual perception to the organization. Highly committed individuals tend to have a greater attachment to the organization, minimize dissatisfaction, and position themselves as a member of the organization. Meanwhile, individuals with low commitment tend to have a smaller attachment to the organization, have a high sense of dissatisfaction, and do not position themselves as part of a true organization [10].

A similar opinion expressed by [11] says that commitment is a measure by which employees are able to recognize an organization, its goals, achievements and its desire to remain part of the organization.[4] argue that the organization's commitment has characteristics, among others: individual involvement

to maintain its identity as a member of an organization; able to recognize the values and objectives of the organization; and readiness to strive to better develop their behavior.

**2.2 Perceived Organizational Support**

Perceived organizational support that has been received is interpreted as the trust and trust of employees for the attention and concern of organizations that have appreciated the contribution and welfare of employees [12]. Another opinion according to [12] mentions that the definition of organizational support is the sensitivity and opinion of employees to the organization about how much the organization pays attention to involvement in Perceived organizational support provides confidence in the involvement of exchanges between organizations and employees [12], which the organization's sense of support arises due to the commitment of employees to the organization [12]. Therefore, organizational support has a huge impact and has the potential to increase employee productivity within an organization [13].

Employee assessment and perception of organizational support has an important potential role [11]. In line with the opinion expressed by [12] mentions that there are several indicators in the support of the organization, among others: a) awards, rewards for the work of employees in the organization; b) working conditions, physical or non-physical working environment conditions; c) development, opportunities for promotion and training provided by the company in the work; d) welfare, attention and concern of the company to the welfare of employees' lives. Another indicator to note is the appropriate reaction to employee errors and performance [11]. A number of previous studies have suggested that perceived organizational support is an important model of organizational commitment [14]. Organizational support is considered as a form of trust and trust of the majority of employees towards the organization for mooporthe attention and care that the organization gives to employees [14]. Organizational support also provides assurance to employees that their involvement in the organization under any circumstances and conditions will get support from the organization [14].

**3.1 Organizational Culture**

Competition in the business world will increase the quantity and quality of production and also the values of unity in the world of organization, which is commonly known as organizational culture [15]. According to [16] mentioned that organizational culture is related to the main competencies in better

self-adjustment between organizational values and employees to develop more optimal performance. Each organization has its own uniqueness of characteristics that are characteristic in the organization. According to [17] said that "one important thing that needs to be implemented by a leader is to create and manage the culture". Organizational culture plays an important role in realizing effective performance. Through the culture of the organization will contain values that have been instilled in a long period of time and apply continuously so as to create a conducive working atmosphere for the achievement of goals in the organization [18]. Previous researchers and practitioners have proven that organizational culture plays a crucial role in realizing optimal operational performance [19]. Meanwhile, several other researchers have also managed to solve the complexity of problems related to organizational support [19]

**3. RESEARCH METHODOLOGY**

**3.1 Sample and Procedure**

The method of data analysis in this study is Structural Equation Model (SEM). SEM is commonly used in order to develop theory. Researchers used online questionnaire dissemination to respondents from April 2021 to May, 2021. In determining samples, purposive sampling was used to define the sample. researchers provided criteria in determining target respondents. The criteria were (1) Respondents had to productive worker and (2) As private employer. Questionnaire questions were made in Indonesian and adapted from several previous studies that were adapted based on research objects.

**3.2 Measurement**

(masih nyari sumbernya)

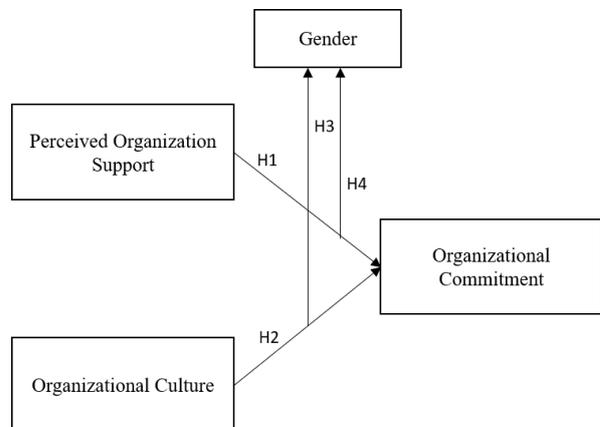


Figure 1 *Research Model*

Hypothesis:

H1: There is a significant relationship and influence between the organization's support for the organization's commitment to employees of private companies

H2: There is a significant relationship and influence between the organizational culture and the organization's commitment to employees of private companies

H3: Gender moderate the relationship between perceived organizational support toward organizational commitment

H4: Gender moderate the relationship between organizational culture toward organizational commitment

**4. RESULT**

**4.1 Respondent Demographics**

The purpose of this research is to empirically prove the influence between organizational support and organizational culture on the organization's commitment to private company employees with gender as a moderation variable. At the stage of data collection conducted through the dissemination of questionnaires collectively obtained as many as 801 respondents who will be taken according to the needs of the data source in the study. A total of 491 respondents came from private companies that were included in the criteria to be studied, which means in accordance with the characteristics of respondents needed in this study. English translation.

The characteristic breakdown of 491 respondents consisted of 48.7% men and 51.3% women. In terms of age range, ranging in age from 21 years old by 18.3%, age 21 to 30 years old by 58.9%, age 31 to 40 years by 8%, and age over 40 years by 14%. In addition, the majority of respondents received their last education at the high school level / equivalent by 69.2%. All question items in this questionnaire have been filled out correctly in accordance with the instructions listed, so that the questionnaire can be analyzed and processed as research.

**4.2 Statistic Descriptive**

Descriptive statistics are used to convey data information that will be utilized in this study. Descriptive statistics contain analysis of the presentation value and preparation of statistical data collected by providing a general overview of the characteristics of each respondent of the study consisting of, Mean value (average), Max, Min, and

Standard Deviation as shown in the following descriptive statistics table:

Table 1 *Statistic Descriptive*

	Mean	Max.	Min.	Stand. Dev
Perceived Organizational Support	4,4650	6,00	2,00	0,81448
Organizational Culture	4,0899	6,00	1,60	0,82533
Organizational Commitment	4,3615	6,00	1,00	0,85680

Sources: SPSS

the table above shows that the average data that has been populated for the perceived organizational support variable is 4.4650. It can be said that about 4.5 with a maximum measurement limit of 6.00 and a minimum of 2.00 and a standard deviation of 0.81448. In variables organizational culture has an average of 4.0899 of the maximum measurement limit of 6.00 and a minimum of 1.60 and a standard deviation of 0.82533. As for the average commitment organization variable assessment of 536 respondents, the data filled in was 4.4 which means that the average choice of respondents is judged to agree. The majority of respondents gave a choice of questions with a scale that has a level of approval in accordance with the data in the questionnaire, so as to explain the condition of employees in private companies. The highest rating is on a scale of 6.00 equal to the variable perceived organizational support and organizational culture, while the standard deviation commitment organization 0.85680.

**4.3 Confirmatory Factor Analysis**

The researcher used confirmatory factor analysis (CFA) to test the validity of the construct. Hair et al. (2018) stated that an item would be significant if the loading factor higher than 0.5. In Table 2, the loading factor from all items ranging from 0.5 – 0.83 that confirmed valid (except KO4) because all items fulfilled the loading factor standard (>0.5). All construct reliability (CR) coefficients were ranging 0.77 – 0.89 and fulfill CR >0.7, suggesting that all variables in this test were valid and reliable [20].

Table 2 Confirmatory Factor Analysis

Construct/Item	standardized solution (>0,50)	Variance Error (Unstandardized solution)	Construct reliability	Variance Extracted
<b>Organizational Commitment</b>			0.89	0.54
KO1	0.59	0.65		
KO2	0.73	0.47		
KO3	0.60	0.64		
KO5	0.81	0.34		
KO6	0.76	0.42		
KO7	0.85	0.28		
KO8	0.79	0.38		
<b>Organizational Culture</b>			0.77	0.39
BO1	0.56	0.68		
BO2	0.61	0.62		
BO3	0.67	0.55		
BO4	0.66	0.56		
<b>Perceived Organizational Support</b>			0.83	0.62
DO1	0.73	0,47		
DO2	0.8	0,36		
DO2	0.83	0,31		

Processing: AMOS 23

4.4 Goodness of Fit Model

This research using structural equation modelling (SEM), to test hypotheses in this study. First, researcher measure the goodness of fit model, the fit indices suggested that the model fit the data reasonably well (see table 6) The fit model achieved if there are at least 4-5 indicator of goodness of fit but the criteria must be in each absolute, incremental, and parsimony criteria. The  $\chi^2$  of the hypothesized,  $\chi^2$  (df=66)= 80.533, p=0.108, indicating that the model fit the data well. The remaining fit statistics were also excellent ( NFI=0.97; TLI=0.99; CFI=0.99;GFI=0.97), thus further confirming a good fitting model

4.5 Hypothesis Test

Hypothesis testing is shown in table 3. Hypotheses are accepted if the P-value < 0.05 with a critical ratio of more than 1,645. In testing this hypothesis it was seen that the positive organizational motivation is significant to the organization's commitment ( $\beta=0.496$ , t-value (9.495)  $\geq 1.645$ ;  $p < 0.05$ ). similarly, the organization's cultural relationship to organizational commitments received significant positive results ( $\beta=0.206$ , t-value (3,987)  $\geq 1,645$ ;  $p < 0.05$ ). So hypothesis 1 and hypothesis 2 are accepted.

Table 3 Path Analysis

	Path	Estimate	Critical Ratio	P-Value	Decision
H1	DO - KO	0.496	9.495	****	Supported
H2	BO - KO	0.206	3.987	****	Supported

Processing: AMOS 23; \*\*\*\*) P-value > 0.05

4.6 Multigroup Analysis

This study tested moderation variables in improving commitment. This study used Multigroup Analysis adopted from (Gaskin &Lowry, 2014) with the help of gaskin statistica tool. Based on the results of multigroup analysis tests, it appears that Gender is able to moderate the relationship of organizational culture with organizational commitment. However, different results point to the organization's push towards organizational commitments that show that gender is incapable of moderating relationships. So H3 was rejected and H4 accepted. Table below showed the multigroup analysis:

Table 4 Multigroup Analysis

		Men		Women		Z-score	Decision
		Estimate	P	Estimate	P		
H3	DO - KO	0.467	** *	0.482	** *	0.153	NS
H4	BO - KO	0.068	** *	0.432	** *	3.161	S

Processing: AMOS 23; S (supported) NS (Not Supported); P-Value >0.05

## 5. DISCUSSION

The results of this research analysis obtained the results that H1 is acceptable. This proves that organizational support has a positive correlation and has a significant impact on the organization's commitment to private company employees in productive age. Therefore, this study formulates a correlation or positive relationship that shows that the greater the organization's support, the greater the commitment of employee organizations to private companies. In line with the results of previous research that explains that organizational support has a positive influence on employee commitments [7], [12], [21]. Basically, the support of this organization is one of the important aspects that will affect the wishes and trust of employees. Research by [12] confirms that organizational support shows how far the level of employee confidence in the organization in providing reciprocal relationships as a form of attention to the contributions made by employees to the organization. Unless there is one conflict in the management of the organization that causes the condition of the employee, then in that situation the employee can give recognition and results that are not maximal for the organization [7]

Furthermore, the analysis of the second hypothesis (H2) showed positive results which meant there was an influence and correlation between the organizational culture and the organizational commitment the private company's productive working age. Based on previous research, it is explained that organizational culture has a substantial effect on employee behavior and performance [6]. Through the direction and training of the research sample showed positive results on the organizational values embedded in each employee. In addition, the planting of organizational values conducted regularly and periodically shows results to increase in employee commitment and loyalty to the organization [22]. The same results were also obtained from research [5] which stated that organizational culture plays the most important role to improve job satisfaction and employee organization commitment [23]. The type of organizational culture that bureaucracy exerts little influence on the commitment of employee organizations. While the innovative organizational culture has a moderate influence on the commitment of employee organizations and supportive organizational culture gives a great influence on the commitment of employee organizations [6].

Cultural values embedded in the organization will be the basis of behavior in the organizational environment. Therefore, all parties in the organization must respect each other and apply the values that have been believed, so that it will affect employee loyalty

and the commitment of a large organization. Meanwhile, the appreciation given by the organization to its employees is a form of organizational support. The support has a positive impact because it is considered as an appreciation given by the organization to its employees. The positive relationship will also result in reciprocity or feedback that will be felt by the organization, namely the loyalty of employees to the organization will be greater, so that the employee's commitment to the organization will also increase.

Gender in the scope of work is still a consideration by a company to decide and determine the level of their participation to be involved in a job (ILO, 2017). In particular, this study will prove the effect of gender differences on the relationship between organizational support and organizational commitment to a particular job. Some public administration literature has concentrated on research on organizational commitment in the past two decades.

The results of this study indicate that gender is not able to moderate the relationship between organizational support and organizational commitment. So, the implication is that neither men nor women affect organizational support for organizational commitment. Based on a study conducted by [24] also show that gender does not moderate the relationship between organizational support and performance, age does not moderate the relationship between organizational support and affective or normative commitment.

Subsequent results from this study show that gender is able to moderate the relationship between organizational culture and organizational commitment. More specifically, research shows that female gender has a stronger influence than male in moderating the relationship between organizational culture and organizational commitment. [3], [25]

Last, The results of the Atlasian survey show that in order to minimize gaps in a company, it is necessary to instill a culture where employees can accept each other and feel a sense of belonging. Companies should also focus on developing cultural values in the work environment to enhance employee experience and engagement. In addition, it is also necessary to establish a diverse, inclusive work environment that can reduce gender disparities. Companies can benefit from diverse backgrounds in the global economy if they also provide equal opportunity and space for all company employees and empower them to have the opportunity to argue. Thus, the parties involved in the organization have the same support and treatment.

## 6. CONCLUSION AND IMPLICATION

Based on the results of research analysis that shows that strong organizational support and a positive organizational culture have a significant influence on employee commitment in the organization. Based on the results in the data measurement also showed that the relationship between independent variables and dependent variables produces positive values and above the reference limit value, which means that the value can explain the conditions felt by employees in the organization that organizational support plays an important role to maintain employee commitment to the organization. Starting from the treatment, attention and other forms of support provided by the organization can be interpreted that the organization appreciates the services and contributions provided by employees, the perception will have a positive influence for employees in the organization. In addition, employees who have a commitment to the organization will also have a sense of trust and confidence in the goals and values prevailing in the organization, the willingness to contribute more optimally and maintain its membership in the organization. Meanwhile, the tendency of employees in understanding and applying the prevailing values in the organization will provide optimal results for the achievement of organizational goals. The values embedded in the organization will be a prayer that can be felt through the attitudes, perceptions, emotions of individuals in the organization. Therefore, the attachment between employees and the organization must be established and maintained properly so that the relationship between the two parties can provide positive interaction or reciprocity in terms of working together. For the next research, can be carried out in more detail and in depth related to the influence of organizational support and organizational culture on the commitment of employee organizations considering that this research has not been done fundamentally and still requires comparison. Hopefully this research can be one of the references and provide useful knowledge.

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