

THE IMPACT OF ORGANIZATIONAL CLIMATE AND PERCEIVED ORGANIZATIONAL SUPPORT ON ORGANIZATIONAL COMMITMENT: THE MEDIATING ROLE OF JOB SATISFACTION



Minti Hari¹

Universitas Muhammadiyah Purwokerto, Purwokerto, Indonesia
mintihari68@gmail.com

Herni Justiana Astuti²

Universitas Muhammadiyah Purwokerto, Purwokerto, Indonesia
herni99@gmail.com

Naelati Tubastuvi³

Universitas Muhammadiyah Purwokerto, Purwokerto, Indonesia
tubastuvi@gmail.com

Iwan Fakhruddin⁴

Universitas Muhammadiyah Purwokerto, Purwokerto, Indonesia
iwanfakhruddin@ump.ac.id

Abstract

This research aims to analyze the influence of organizational climate, perceived organizational support, and job satisfaction on Organizational Commitment. The analysis uses Structural Equation Modeling with the Partial Least Square (PLS) approach. The population in this study were all employees at the Cilacap Regency Regional Hospital except doctors and structural officers with a total sample of 273 people. The main findings of this research show that perceived organizational support has a positive effect on job satisfaction, but organizational climate has no effect. Organizational climate and job satisfaction have a positive effect on organizational commitment, but perceived organizational support has no effect. Job satisfaction can mediate the relationship between perceived organizational support and organizational commitment; however, job satisfaction cannot mediate the relationship between organizational climate and commitment.

Keywords: Organizational Climate, Perceived Organizational Support, Job Satisfaction, Organizational Commitment

INTRODUCTION

A health service facility is a place used to provide health service efforts, whether promotive, preventive, curative, or rehabilitative, carried out by the government, regional government, and/or the community. A hospital is a health service institution that provides comprehensive individual health services providing inpatient, outpatient, and emergency care services (Law Number 44 of 2009). Hospitals are also referred to as an integrated form of organization and activity and have the function of serving overall health in the community with curative and preventive measures that provide affordable service output to families, the environment, and hospitals as centers for training for health workers and biosocial research.

The development of services in the health sector has an impact on competition between hospitals, both government and private. This is in line with the emergence of increasingly complex health problems and requires solutions by meeting the need for excellent service so that human resources in organizations are required to have expertise and competitiveness for sustainability and achieving organizational goals. Organizations should be able to pay attention to the needs of available human resources to improve the quality of services provided (Rinayanti, 2023). Hospitals have many Human Resources (HR) who come from various types of professions so a strategy is needed to manage human resources so that they can achieve their goals (Rahmawati et al., 2023).

One thing that needs to be considered in managing human resources is organizational commitment. Purnama & Riana (2020) stated that having quality human resources is an important thing in determining the success of a company. Companies must be able to retain employees who have good competencies so that the company can achieve its goals. Organizational commitment is an employee's psychological state which can be seen from the employee's sense of loyalty and ability to focus on the goals set by the organization (Siagian et al., 2023). The greater the commitment felt by employees, the higher the employees' expectations that if they work to meet organizational goals they will be rewarded fairly.

Organizational commitment can be influenced by organizational climate (Purnama & Riana, 2020). The results of initial observations carried out by researchers obtained information about problems related to organizational commitment, namely organizational climate. A low organizational climate indicates that some employees feel a lack of

appreciation for their hard work so far, a lack of coordination between employees, and a lack of attention and supervision carried out by superiors towards employees. This makes employees lazy to work, giving rise to an unfavorable organizational climate.

Apart from that, there are other problems related to organizational commitment, namely perceived organizational support. According to (Cahaya & Rahyuda, 2019), perceived organizational support influences organizational commitment. Perceived organizational support is something that is assessed by employees as a perceived social-emotional need, indicates the organization's readiness to appreciate employee work improvements, and indicates the organization is preparing assistance when needed to do an effective job (Fuller et al., 2003).

Based on the results of initial observations carried out by researchers, information was obtained that there was a lack of organizational support provided by the company to its employees. This is because employees feel that there is no career development provided by the organization, there is no motivation provided by superiors or the organization. These problems create poor organizational commitment.

High job satisfaction is also able to increase organizational commitment because the higher the job satisfaction felt by employees, the more motivated the employees will be in increasing their commitment to work and vice versa (Sibuea et al., 2023). Greenberg & Baron (2003), describe job satisfaction as a positive or negative attitude that individuals have towards their work. Purnama & Riana (2020) proves that organizational climate has a positive and significant effect on organizational commitment with job satisfaction as mediation, and (Cahaya & Rahyuda, 2019) proves that perceived organizational support has a positive and significant effect on organizational commitment with job satisfaction as mediation.

Based on preliminary observations, information was obtained that there were problems related to job satisfaction. These problems are the salary system which is felt to be inadequate and sometimes not following the work done by employees and the lack of opportunities for promotion. This makes employees lazy about working so it can indicate a lack of employee job satisfaction.

This research is development research from research by Purnama & Riana (2020) and Cahayu & Rahyuda (2019) by designing a model of employee commitment in terms of organizational climate, perceptions of organizational support, and job satisfaction. This research uses structural equation model analysis with a Partial Least Square approach. The model is analyzed in two stages, namely the outer model and the inner model.

REVIEW OF LITERATURE

Organizational Commitment

Pritanadhira (2019) put forward Allen and Meyer's theory of organizational commitment, commitment as the desire to maintain membership in an organization as an obligation. Apart from that, commitment is also related to the internalization process of the results of socialization related to organizational culture. Based on Allen and Meyer's theory, reviewing the dimensions of organizational commitment, namely: the desire of employees to maintain their membership in an organization because of their emotional attachment to an organization, the desire of employees to remain as members of the organization because of the obligation to obey, and the desire of employees. to maintain their membership in an organization because they consider the advantages of staying and the disadvantages of moving.

Job Satisfaction

Locke (1968) explained that a person's job satisfaction depends on the discrepancy between what should be (expectation needs or value) and what he feels or perceives he has obtained through work. Hasibuan (2005) job satisfaction is an emotional attitude that is pleasant and loves one's job. This attitude is reflected in work morale, work discipline, and work performance. This attitude of satisfaction can be enjoyed both at work and outside of work.

Organizational Climate

Organizational climate is the quality of every interaction process within an organization to achieve predetermined goals so that employees will make assessments about

the company and form their perceptions about the climate of the organization where they work (Purnama & Riana, 2020).

Perceived Organizational Support (POS)

Perceived organizational support is employees' perception that the company values their work and cares about their welfare (Neves & Eisenberger, 2014). This perception will encourage employees to incorporate their membership as an organization into their identity.

Empirical Review and Hypothesis Development

This research analyzes four main constructs consisting of one dependent variable (organizational commitment), and two independent variables (organizational climate, Perceived Organizational Support). Apart from that, this research also added a mediating variable (job satisfaction).

Organizational climate refers to the atmosphere or work culture that exists in an organization. It includes the norms, values, behaviors, and work atmosphere that define how people work together in the organization. To increase employee job satisfaction, organizations need to pay attention to their work climate and try to create a supportive, inclusive, and motivating environment. Employees who are satisfied with their jobs tend to be more productive, and committed and have lower absenteeism rates, all of which are beneficial to the organization. This is supported by the research results of Purnama & Riana (2020) which states that organizational climate influences job satisfaction. Based on this explanation, a hypothesis can be drawn:

H1: Organizational climate has a positive effect on job satisfaction.

Perceived Organizational Support (POS) is a concept that refers to employees' perceptions of the extent to which the organization where they work provides support, attention, and appreciation for them as members of the organization. When employees feel supported and appreciated by the organization, they tend to be more satisfied with their jobs. They feel that their contributions are recognized and given value by the organization, which provides a sense of accomplishment and satisfaction. This is supported by the research results

of Cahayu & Rahyuda (2019) which states that Perceived Organizational Support influences job satisfaction. Based on this explanation, a hypothesis can be drawn:

H2: Perceived Organizational Support has a positive effect on job satisfaction

Organizational commitment can be influenced by the organizational climate (Purnama & Riana, 2020). The results of the first observations made by the researchers made it possible to obtain information about issues related to organizational commitment, especially the organizational climate. A sign of a poor organizational climate is that some employees feel a lack of recognition for their hard work to date, a lack of coordination among employees, and a lack of attention and supervision from superiors. for employees. This makes employees lazy at work, leading to an unfavorable organizational climate. This is also supported by the results of research by Falahi (2019) which concluded that organizational climate has a positive effect on organizational commitment. Based on this explanation, a hypothesis can be drawn:

H3: Organizational climate has a positive effect on organizational commitment

The existence of POS can have a significant influence on organizational commitment, which refers to the level of employee attachment, identification, and loyalty to the organization where they work. Employees who feel supported by the organization tend to feel more connected or tied to the organization. They feel that the organization cares about their well-being and values their contributions, so they feel more engaged to contribute positively to the organization. This is also supported by the results of the research Cahayu & Rahyuda (2019) which states that Perceived Organizational Support influences organizational commitment. Based on this explanation, a hypothesis can be drawn:

H4: Perceived Organizational Support has a positive effect on organizational commitment

Job satisfaction and organizational commitment are two aspects that are closely related in the context of the relationship between employees and the organizations where they work. Employees who are satisfied with their jobs are more likely to have a higher level of commitment to their organization. Job satisfaction creates positive feelings towards the job and the organization, which strengthens their sense of attachment to the organization.

Increasing employee job satisfaction can be an effective strategy to increase their commitment to the organization. Organizations that focus on creating a supportive and satisfying work environment for employees tend to have higher levels of commitment and greater long-term benefits. This is also supported by the results of the research by Cahayu & Rahyuda (2019) and Purnama & Riana (2020) which state that Job satisfaction has a positive effect on organizational commitment. Based on this explanation, a hypothesis can be drawn:

H5: Job Satisfaction has a positive effect on organizational commitment

A supportive organizational climate creates a foundation for employee job satisfaction, which in turn can strengthen their organizational commitment. Therefore, organizations that strive to create a positive and supportive work climate tend to have employees who are more satisfied, more engaged, and more productive. It is important to create an organizational culture that is inclusive, welcoming, and caring for employees to maximize the positive impact on organizational commitment through job satisfaction. This is also supported by the results of the research Purnama & Riana (2020). On the other hand, positive POS and a high level of job satisfaction can form strong organizational commitment. Employees who feel supported and satisfied with their work tend to be more engaged, loyal and committed to the organization. Organizations need to understand how important POS is and create a supportive, inclusive, and caring work environment for employees to maximize the positive impact on organizational commitment through job satisfaction. This is also supported by the results of the research (Cahayu & Rahyuda, 2019). Based on this explanation, a hypothesis can be drawn:

H6: Organizational climate has a positive effect on organizational commitment through job satisfaction.

H7: Perceived Organizational support has a positive effect on organizational commitment through job satisfaction

For more details, see Figure 1 below:

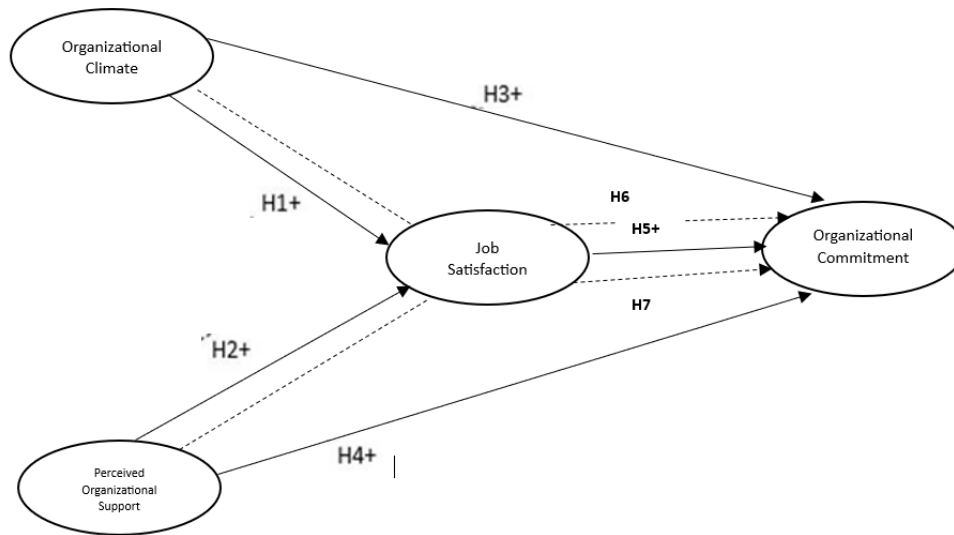


Figure 1.
Research Framework and Hypothesis

RESEARCH METHOD

The population in this study were all employees of Cilacap Regency Regional Hospital except doctors and structural leaders as much as 818. Sample selection used a non-probability approach with a purposive sampling technique. Based on the Slovin formula with a population of 818, a sample of 273 samples was obtained.

The data in this study used a questionnaire distributed via Google Forms, with a Likert scale technique. This research uses Structural Equation Model (SEM) analysis with the Partial Least Square (PLS) approach and the software used in data analysis to test the hypothesis in this research is WarpPLS 3.0.

RESULTS AND DISCUSSION

This research used 273 employees at the Cilacap Regency Regional Hospital as respondents according to the sample size used. The description of the respondents in this

study will be explained by presenting the characteristics of the respondents based on four aspects, namely age, gender, last education, and length of service.

Table 1.

Characteristics of Respondents at Cilacap District Hospital

No	Gender	Frequency	Percentage
1	Male	96	35,2
2	Female	177	64,8
	Total	273	100
No	Ages	Frequency	Percentage
1	20-35 years old	186	68,1
2	36-50 years old	80	29,3
3	>50 years old	7	2,6
	Total	273	100
No	Last education	Frequency	Percentage
1	High School	12	4,4
2	3-year diploma	201	73,6
3	Bachelor	60	22
	Total	273	100
No	Working Period	Frequency	Percentage
1	<5 years	111	40,7
2	5-10 years	73	26,7
3	10-15 years	46	16,8
4	16-20 years	14	5,1
5	>20 years	29	10,6
	Total	273	100

Table 1 shows that there are four characteristics of respondents, namely gender, age, highest level of education, and length of service. This research was dominated by female respondents with a percentage of 64.8% or 177 people and the remaining 35.2% or 96 people were male. Most of the respondents in this study were aged 20 to 35 years with a percentage of 68.1% or as many as 86 people who are a productive age group who can work well. Most of the respondents' latest education are D3 graduates with a percentage of 73.6% or 201

people. Someone who has studied up to the D3 level is assumed to have a good understanding and abilities. quite good at getting the job done. Most of the respondents' work periods in this study were < 5 years, 40.7% or 111 employees.

Goodness of Fit- Measurement Model (Outer Model)

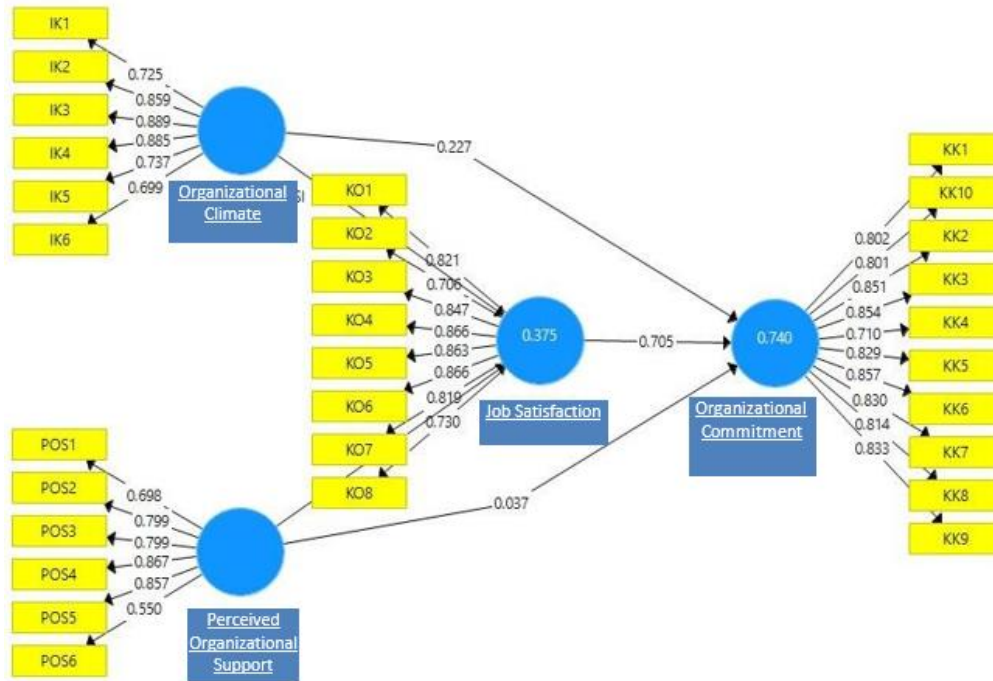


Figure 2.
Structural Equation Model

Evaluation of measurement models based on outer loading for reflective indicators has criteria including that reflective indicators are considered valid if they have a loading value above 0.5 or a t-statistic value above 1.96. Results of outer loading (loading factor) from organizational climate indicators, perceived organizational support, job satisfaction, and organizational commitment.

Based on Figure 2, all loading factors are more than 0.5, so all indicators can be used. Next, as in Table 2, the AVE and Composite Reliability values are as follows:

Table 2.
Variable, AVE, and Composite Reliability

No	Variables	AVE*	Composite Reliability**
1	Organizational Climate	0.645	0.915

2	POS	0.592	0.895
3	Job Satisfaction	0.671	0.953
4	Organizational Commitment	0.667	0.941

* Acceptable value of AVE more than > 0.50

** Acceptable value of Composite Reliability > 0.60

Based on the result of Loading Factor and AVE, confirming that all measures had discriminant validity. The values for composite reliability were > 0.6 , indicating that the latent constructs of organizational Commitment, Organizational Climate, POS, and Job Satisfaction are reliable.

In Figure 2, the R^2 (evaluation of goodness of fit) of Job Satisfaction and Organizational Commitment are 0.275 and 0.515, respectively. The R^2 value of 0.375 indicates that 37.50% of the variability in the job satisfaction construct was explained by organizational Climate and POS. The R^2 value of 0.740 indicates that 74% of the variability in Organizational Commitment can be explained by organizational Climate, POS, and Job Satisfaction.

Table 3.
Relationships, Path Coefficients, P Values, and Results

Relationships	Path Coefficients	P Value*	Results
Organizational Climate → Job Satisfaction	0.098	0.206	Rejected
POS → Job Satisfaction	0.543	0.000	Accepted
Organizational Climate → Organizational Commitment	0.227	0.000	Accepted
POS → Organizational Commitment	0.037	0.552	Rejected
Job Satisfaction → Organizational Commitment	0.705	0.000	Accepted
Organizational Climate → Job Satisfaction → Organizational Commitment	0.069	0.213	Not Mediated
POS → Job Satisfaction → Organizational Commitment	0.383	0.000	Mediated

The SEM analysis as a step for testing the hypothesis is as follows:

The results of direct testing between organizational climate and job satisfaction show that there is no influence, which is indicated by the probability value of more than 0.05, which shows a value of 0.206. Thus **H1 is rejected**.

The results of direct testing between perceived organizational support and job satisfaction show a significant and positive effect, which is indicated by the probability value of less than 0.05, which suggests a value of 0.000. Thus, **H2 is accepted**.

The results of direct testing between organizational support and organizational commitment show a significant and positive effect, which is indicated by the probability value of less than 0.05, which suggests a value of 0.000. Thus, **H3 is accepted**.

The results of direct testing between perceived organizational support and organizational commitment show that there is no influence, which is indicated by the probability value of more than 0.05, which shows a value of 0.552. Thus **H4 is rejected**.

The results of direct testing between job satisfaction and organizational commitment show a significant and positive effect, which is indicated by the probability value of less than 0.05, which suggests a value of 0.000. Thus, **H5 is accepted**.

The results of direct testing between job satisfaction mediating organizational climate on organizational commitment show that there is no influence, indicated by the probability value of more than 0.05 which shows a value of 0.213. Thus, **H6 is rejected**.

The results of direct testing between job satisfaction mediating perceived organizational support on organizational commitment show that there is an influence indicated by the probability value of less than 0.05, which indicates a value of 0.000. Thus, **H7 is accepted**.

The Influence of Organizational Climate on Organizational Commitment

Organizational climate is the quality of the organization's internal environment that is relatively ongoing, experienced by members of the organization which influences their behavior and can be described in terms of one characteristic or trait of the organization. Organizational climate is a general, collective picture of the organization's work atmosphere that shapes the hopes and feelings of employees so that employee performance increases.

Research conducted by (Purnama & Riana, 2020) proves that organizational climate has a positive effect on organizational commitment.

The Influence of Perceived Organizational Support on Organizational Commitment

POS is organizational support that convinces someone that the organization where they work values their contribution and cares about their welfare (Rhoades & Eisenberger, 2002). Rhoades and Eisenberger also explained that POS is organizational support that assesses the extent of contributions, pays attention to welfare, listens to complaints, pays attention to life, and treats employees fairly in the organization. This is in line with research conducted by Cahayu & Rahyuda (2019) which suggests that perceived organizational support has a positive and significant effect on organizational commitment. Perceived organizational support at the Cilacap District Hospital still has problems that can cause changes in organizational commitment.

The Influence of Organizational Climate on Job Satisfaction

The influence of organizational climate on job satisfaction. This is in line with the results of research conducted by Elqadri & Priyono (2015), Thakre & Shroff (2016), Danish et al. (2015) stated that organizational climate has a positive effect on job satisfaction, improving the quality of organizational climate will be followed by increasing job satisfaction, meaning that the better the company's organizational climate, the more employee job satisfaction will increase. These results are also supported by research conducted by Tadampali et al. (2016) , and Marpaung & Anindita (2017) show that employees with a good organizational climate will have high job satisfaction. In research conducted by Purnama & Riana (2020), organizational climate influences job satisfaction. This means that a better organizational climate can improve job satisfaction.

The Influence of Perceived Organizational Support on Job Satisfaction

Perceived organizational support influences job satisfaction. This means that the organizational support provided can have a significant impact on employees in completing their tasks so that the work will be completed more quickly and have an impact on increasing job satisfaction. The high perception of organizational support felt by employees will

increase job satisfaction among employees (Robbins & Judge, 2015). Filipova (2011) states that there is a positive and significant relationship between perceptions of organizational support and job satisfaction.

The Influence of Job Satisfaction on Organizational Commitment

Job satisfaction and organizational commitment are two concepts that are often related to organizational studies and human resource management. Job satisfaction refers to the extent to which employees feel satisfied with their jobs, while organizational commitment refers to the extent to which employees feel attached to the organization where they work and are committed to carrying out their duties and meeting organizational goals. Organizational climate is the atmosphere and culture that exists in the workplace, including norms, values, behavior, and relationships between fellow employees and management. Positive organizational advertising is often associated with higher levels of commitment, as employees tend to feel attached to an organization they perceive as a place that is supportive, comfortable, and has values that align with their values. However, job satisfaction is not always a factor that mediates (connects) the relationship between organizational climate and organizational commitment.

Job satisfaction can act as a mediator in the relationship between perceived organizational support (organizational support felt by employees) and organizational commitment. Perceived organizational support (POS) is employees' perception of the extent to which the organization supports them in achieving their personal and professional goals, as well as how the organization cares about employee welfare. High POS is often associated with increased organizational commitment because employees who feel supported by the organization tend to be more engaged and committed to achieving organizational goals. Job satisfaction can act as a mediator in the relationship between POS and organizational commitment because when employees feel supported and satisfied with their working conditions. Employees will feel more satisfied with their jobs because organizational support can increase job satisfaction. High job satisfaction can encourage individuals to commit to the organization that provides this support.

CONCLUSION

The majority of respondents were female with the majority aged 20-35 years with the majority's educational background being diploma 3 with the majority working for < 5 years. The conclusion is the author's original thoughts and the assessment of the results obtained includes the following:

1. Organizational climate does not affect job satisfaction among Cilacap District Hospital employees.
2. Perceived organizational support has a positive and significant effect on job satisfaction for Cilacap District Hospital employees.
3. Organizational climate has a positive and significant effect on organizational commitment among Cilacap District Hospital employees.
4. Perceived organizational support does not affect the organizational climate of Cilacap District Hospital employees.
5. Job satisfaction has a positive and significant effect on organizational commitment among Cilacap District Hospital employees.
6. Job satisfaction is unable to mediate the relationship between organizational climate and organizational commitment.
7. Job satisfaction can mediate the relationship between Perceived organizational support and organizational commitment

Recommendations for future research:

1. Further research can expand knowledge about organizational commitment by discussing other factors that cause someone to be more committed to the organization.
2. Further research can add new theories and use different approaches so that research and discussions about this object can continue to develop.
3. It is hoped that future research can add or even change the variables in this research. Future research can increase the number of respondents, expand the respondent area, and survey respondents directly to ensure respondents are more reliable and thus minimize errors in research.

Limitation

Based on the researcher's experience during the research process, there are limitations of this research the number of respondents, which was only 273 employees, was considered insufficient to describe the real situation.

REFERENCES

- Cahaya, N. M. A., & Rahyuda, A. G. (2019). Pengaruh Perceived Organizational Support Terhadap Komitmen Organisasional Dengan Kepuasan Kerja Sebagai Variabel Mediasi. *E-Jurnal Ekonomi Dan Bisnis Universitas Udayana*, 8(10), 6042–6058.
- Danish, R. Q., Draz, U., & Ali, H. Y. (2015). Impact of Organizational Climate on Job Satisfaction and Organizational Commitment in Education Sector of Pakistan Impact of Organizational Climate on Job Satisfaction and Organizational Commitment in Education Sector of Pakistan. *American Journal of Mobile Systems, Applications and Services*, 1(2), 102–109.
- Elqadri, Z. M., & Priyono. (2015). The Influence of Organizational Culture, Organizational Climate, and the Promotion of the Position of Employee Job Satisfaction in PT. Surabaya Graphics Media Temprina. *Asian Social Science*, 11(22), 139–148. <https://doi.org/10.5539/ass.v11n22p139>
- Falahi, A. (2019). Pengaruh Iklim Organisasi Terhadap Kepuasan Kerja Pada PT Telkom Akses Medan. 2(2), 17–23.
- Filipova, A. A. (2011). Relationships Among Ethical Climates, Perceived Organizational Support, and Intent-to-Leave for Licensed Nurses in Skilled Nursing Facilities. *Journal of Applied Gerontology*, 20(10), 1–23. <https://doi.org/10.1177/0733464809356546>
- Fuller, J. B., Barnett, T., & Hester, K. (2003). The Journal of Social A Social Identity Perspective on the Relationship Between Perceived Organizational Support and Organizational Commitment. *The Journal of Social Psychology*, 143(Ma6), 789–791.
- Greenberg, J., & Baron, R. A. (2003). *Behavior in Organization*. Prentice Hall.
- Hasibuan, S. P. (2005). *Manajemen Sumber Daya Manusia*. Bumi Aksara.
- Locke, E. A. (1968). Toward a Theory of Task Motivation and Incentives. *Organizational Behavior And Human Performance*, 3, 157–189.
- Marpaung, R. A., & Anindita, R. (2017). Does Impact Of Organizational Climate And Motivation On Organizational Commitment Moderate By Job Satisfaction ? A Case in Broadcasting Industry Does Impact Of Organizational Climate And Motivation On Organizational Commitment Moderate By Job Satisfaction. *IOSR Journal of Business and Management (IOSR-JBM)*, 19(4), 16–23. <https://doi.org/10.9790/487X-1905041623>
- Neves, P., & Eisenberger, R. (2014). Perceived organizational support and risk taking.

Journal of Managerial Psychology, 29(2), 187–205. <https://doi.org/10.1108/JMP-07-2011-0021>

- Pritanadhira, A. (2019). Karakteristik Psikometris Skala Komitmen Organisasi Allen & Meyer pada Pegawai Negeri Sipil RSUP dr. Soeradji Tirtonegoro. *Indonesian Journal of Islamic Psychology*, 1(1), 35–54.
- Purnama, N. L. P. D., & Riana, I. G. (2020). Iklim organisasi berpengaruh terhadap komitmen organisasional dengan kepuasan kerja sebagai variabel mediasi ubud. *E-Jurnal Manajemen Unud*, 9(7), 2576–2595.
- Rahmawati, W., Nurmaya, E., Sutanto, A., & Hidayat, A. (2023). Predicting Innovative Work Behavior Through the Perspective of Knowledge Sharing, Perceived Organizational Support, and Psychological Empowerment (Study at The National Narcotics Agency for The Special Region of Yogyakarta). *Indonesian Interdisciplinary Journal of Sharia Economics (IJSE)*, 7(1), 501-545. <https://doi.org/10.31538/ijse.v7i1.4352>
- Rhoades, L., & Eisenberger, R. (2002). *Perceived Organizational Support : A Review of the Literature*. 87(4), 698–714. <https://doi.org/10.1037//0021-9010.87.4.698>
- Rinayanti Pelealu, D. (2023). Human Resources Management and Total Quality Management as an Effort to Improve Company Performance: Indonesia. *Majapahit Journal of Islamic Finance and Management*, 2(1), 23-39. <https://doi.org/10.31538/mjifm.v2i1.23>
- Robbins, S. P., & Judge, T. A. (2015). *Perilaku Organisasi*. Salemba Empat.
- Siagian, M., Siregar, Z., & Rambe, B. (2023). The Effect of Training on Employee Performance by Mediating Organizational Commitment and Motivation at the Labuhanbatu Youth and Sports Culture and Tourism Service. *Indonesian Interdisciplinary Journal of Sharia Economics (IJSE)*, 6(1), 254-269. <https://doi.org/10.31538/ijse.v6i1.2199>
- Sibuea, N., Indra Prayoga, B., Kartiko, A. ., & Arsyawina, A. (2022). The Influence of Quality of Services and Infrastructures on Inpatient Satisfaction. *Majapahit Journal of Islamic Finance and Management*, 1(2), 100-112. <https://doi.org/10.31538/mjifm.v1i2.11>
- Tadampali, A. C. T., Hadi, A., & Salam, R. (2016). Pengaruh Iklim Organisasi Terhadap Turnover Intention Melalui Kepuasan Kerja Sebagai Variabel Intervening Pada PT Bank Sulselbar. *Jurnal Ilmiah Ilmu Administrasi Publik*, 6(2), 35–45.
- Thakre, N., & Shroff, N. (2016). Organizational Climate, Organizational Role Stress and Job Satisfaction among Employees. *Journal of Psychosocial Research*, 11(2).