



The Influence Of Organizational Support And Motivation On Organizational Commitment Of Employees At Pt Mitra Aneka Rezeki (MAR) Natai Raja In Kubu Raya Regency

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ABSTRACT

This study aims to examine the influence of Organizational Support and Motivation on Organizational Commitment among employees at PT Mitra Aneka Rezeki (MAR) Natai Raja in Kubu Raya Regency. A quantitative approach using multiple linear regression analysis was employed to analyze the relationships between the variables. The sample consisted of employees with varying demographic characteristics, such as age, gender, education, work experience, and income. The findings reveal that both Organizational Support and Motivation have a significant positive impact on Organizational Commitment. The multiple linear regression equation derived from the analysis is $Y = 0.519 + 0.816 X_1 + 0.082 X_2$, where X_1 represents Organizational Support and X_2 represents Motivation. The correlation coefficient ($R = 0.776$) indicates a strong relationship between the independent variables and Organizational Commitment, while the coefficient of determination ($R^2 = 0.602$) suggests that 60.2% of the variation in Organizational Commitment can be explained by Organizational Support and Motivation. The results of the F-test (0.000) indicate that the independent variables together have a significant effect on Organizational Commitment, and the T-test shows that both variables individually influence Organizational Commitment. This study highlights the importance of fostering a supportive work environment and motivating employees to enhance their commitment to the organization. However, limitations such as the sample size and the focus on only two variables suggest that further research should explore additional factors and include a broader sample for more generalizable results.

INTRODUCTION

Human resource management (HRM) is a crucial aspect of supporting organizational activities to achieve predetermined goals. According to Sinambela (2021), HRM encompasses processes such as planning, structuring, career management, and performance evaluation. Within organizations, employee support can take the form of fair policies related to compensation and proportional workload distribution (Wahyudi, 2020). Additionally, motivation serves as a primary driver for individuals to achieve organizational objectives, and when implemented effectively, it can enhance performance (Busro, 2017).

Organizational commitment also plays a vital role in ensuring the sustainability of the relationship between employees and the organization. Yusuf and Syarif (2017) explain that organizational commitment consists of affective and continuance dimensions, which contribute to employee loyalty. In this context, PT Mitra Aneka Rezeki (MAR), a palm oil mill in West Kalimantan, faces complex HRM challenges.

Internal data from PT MAR indicate fluctuations in Crude Palm Oil (CPO) production, employee absenteeism, turnover rates, and disciplinary violations over the past three years. In 2022, CPO production decreased by 13.25% but rebounded with a 16.09% increase in 2023. Employee absenteeism also showed a fluctuating trend, peaking at 0.37% in 2022. Similarly, employee turnover followed a comparable pattern, with the main reasons for resignation including marriage, job relocation, or disciplinary violations.

Based on the interview with the Manager, Mr. P. Simangkulit, revealed that a lack of discipline, motivation, and adherence to workplace rules are the primary issues. Disciplinary violations, including absenteeism without leave, significantly increased in 2023. Previous studies have shown that organizational support significantly reduces turnover intention (Fahrizal & Utama, 2017) and improves workplace discipline (Fata, 2020). Moreover, work motivation has been found to positively influence turnover intention (Diputra et al., 2021).

LITERATURE REVIEW

Organizational Support

Organizational support plays a vital role in shaping employees' attitudes and behaviors in the workplace. Wahyudi (2020) classified organizational support into financial and non-financial categories. Financial support includes funding for training programs and professional development, which help employees enhance their skills and job satisfaction. Non-financial support involves providing moral support, recognition, and career development opportunities, all of which foster a sense of loyalty and commitment to the organization. These types of support collectively strengthen the employee-organization relationship.

Empirical studies affirm the significant impact of organizational support on employee outcomes. Rhoades and Eisenberger (2002) concluded that perceived organizational support positively influences job satisfaction, performance, and affective commitment. Metria and Riana (2018) further established that employees who perceive high organizational support exhibit stronger organizational commitment, particularly affective and normative components. This correlation indicates that when employees feel valued, they are more emotionally attached to their organization.

Although organizational support has been extensively studied, recent research highlights the need for contextual understanding. For instance, the findings of Sinambela (2021) emphasize that organizational support impacts employees differently based on cultural and industry-specific contexts. This study at PT. Mitra Aneka Rezeki aims to expand this understanding by exploring how financial and non-financial support influence organizational commitment in a local business setting.

Work Motivation

Work motivation, as conceptualized by McClelland (1987), consists of three dimensions: need for achievement, power, and affiliation. The need for achievement is the drive to succeed and excel based on established standards, while the need for power reflects an individual's desire to influence and lead others. The need for affiliation focuses on maintaining harmonious relationships in the workplace. These motivational dimensions significantly impact employees' performance and organizational commitment.

Busro (2017) highlighted that motivation directly influences employees' affective and normative commitment, with the need for achievement being particularly impactful in enhancing job performance. Diana et al. (2019) found that employees with high motivation exhibit greater loyalty and a stronger sense of belonging to their organization. These findings emphasize the role of intrinsic motivation in fostering a committed workforce.

However, motivational influences are context-dependent, as noted by Herzberg et al. (1959). While some environments prioritize achievement-oriented motivation, others may rely on affiliation-based factors. This research investigates how motivation influences commitment at PT. Mitra Aneka Rezeki, considering the unique dynamics of its workforce and organizational culture.

Organizational Commitment

Organizational commitment, as defined by Allen and Meyer (1990), comprises three dimensions: affective, continuance, and normative commitment. Affective commitment reflects an emotional attachment to the organization, while continuance commitment pertains to the perceived costs of leaving. Normative commitment involves a sense of obligation to remain with the organization, often rooted in ethical or moral considerations.

Yusuf and Syarif (2016) argue that organizational commitment is a key determinant of workplace stability and productivity. Committed employees are more likely to exhibit positive behaviors, including higher performance and reduced turnover. Metria and Riana (2018) found that organizational support significantly enhances affective and normative commitment, emphasizing the role of supportive practices in fostering loyalty. Sinambela (2021) further highlighted the interplay between motivation and commitment, noting that intrinsic motivators often strengthen employees' emotional ties to their workplace.

Despite the breadth of research, there is still limited exploration of how specific dimensions of commitment interact with organizational practices. This study at PT. Mitra Aneka Rezeki seeks to address this gap by examining the relationship between organizational support, motivation, and all three dimensions of commitment.

METHODS

Sample

The population of this study consists of employees of PT. Mitra Aneka Rezeki in Kubu Raya Regency, totaling 136 people in 2024. The research focuses on this group due to its relevance to the study of organizational support, motivation, and commitment. The unit of analysis is individual employees, whose perceptions and experiences regarding these variables are examined. Purposive sampling was used to select 58 respondents, determined using the Slovin formula with a 10% margin of error. The sample comprises employees who have worked at the company for more than six months, covering various operational positions. This respondent profile allows for a comprehensive understanding of the organizational dynamics at PT. Mitra Aneka Rezeki.

Data Collection

Data collection involved both primary and secondary data sources. Primary data were collected through two methods: questionnaires and interviews. The questionnaire was designed to measure organizational support, motivation, and commitment, and was distributed to the 58 selected employees using a 5-point Likert scale. Additionally, semi-structured interviews were conducted with managers and senior employees to gain deeper insights into organizational practices and employee experiences. Secondary data were obtained from the company's annual reports, providing additional context on organizational structure, absenteeism rates, productivity, and policies affecting employee well-being and motivation.

Measurement

This study measures three main variables: organizational support, motivation, and organizational commitment. Organizational support evaluates the resources and environment provided by the company to support employees in their roles. Motivation is assessed based on factors driving employees to work, such as incentives and rewards. Organizational commitment measures employees' attachment to the company, including affective, normative, and continuance aspects. Each variable is measured using a 5-point Likert scale, ranging from Strongly Agree (5) to Strongly Disagree (1). Validity is tested using the product-moment correlation test, and reliability is assessed using Cronbach's alpha, with values above 0.6 considered consistent.

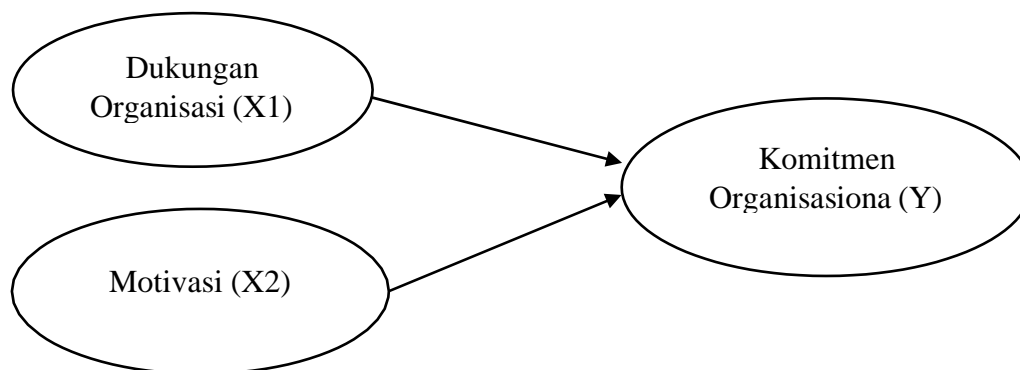
Data Analysis

Data analysis involves several statistical techniques. Descriptive analysis is used to summarize the sample characteristics and provide an overview of the collected data. To examine the relationship between variables, multiple linear regression analysis is applied, allowing the study to determine the simultaneous effects of organizational support and motivation on organizational commitment. Normality testing is conducted using the Kolmogorov-Smirnov test to ensure the data are normally distributed. Multicollinearity testing is performed to check the correlation between independent variables, ensuring the accuracy of the regression analysis results.

Theoretical Framework

The Influence of Organizational Support and Motivation on Organizational Commitment of Employees at PT. Mitra Aneka Rezeki Natai Raja in Kubu Raya Regency

Figure 1 Theoretical Framework



RESULTS

The respondents in this study consist of employees of PT Mitra Aneka Rezeki (MAR) Natai Raja, Kubu Raya Regency. This research aims to examine the influence of Organizational Support and Motivation on Organizational Commitment. A quantitative approach using multiple linear regression analysis is applied to analyze the relationship between these variables. The research sample consists of employees with diverse demographic characteristics, such as age, gender, education, work experience, and income. The results of the study show that both Organizational Support and Motivation have a significant positive influence on Organizational Commitment.

Table 1 Organizational Support (X1)

No	Item	Hasil Korelasi (rxy)	r tabel	Kesimpulan
			5%	
1	X1.1	0,640	0,258	Valid
2	X1.2	0,540	0,258	Valid
3	X1.3	0,748	0,258	Valid
4	X1.4	0,755	0,258	Valid
5	X1.5	0,686	0,258	Valid
6	X1.6	0,599	0,258	Valid
7	X1.7	0,258	0,258	Valid
8	X1.8	0,338	0,258	Valid
9	X1.9	0,622	0,258	Valid
10	X1.10	0,750	0,258	Valid

Table 2 Motivation (X2)

No	Item	Hasil Korelasi (rxy)	r tabel	Kesimpulan
			5%	
1	X2.1	0,517	0,258	Valid
2	X2.2	0,708	0,258	Valid
3	X2.3	0,608	0,258	Valid
4	X2.4	0,692	0,258	Valid
5	X2.5	0,631	0,258	Valid
6	X2.6	0,584	0,258	Valid
7	X2.7	0,430	0,258	Valid
8	X2.8	0,409	0,258	Valid
9	X2.9	0,472	0,258	Valid
10	X2.10	0,484	0,258	Valid

Table 3 Organizational Commitment (Y)

No	Item	Hasil Korelasi (rxy)	r tabel	Kesimpulan
			5%	
1	Y.1	0,634	0,258	Valid
2	Y.2	0,680	0,258	Valid
3	Y.3	0,797	0,258	Valid
4	Y.4	0,727	0,258	Valid
5	Y.5	0,562	0,258	Valid
6	Y.6	0,604	0,258	Valid
7	Y.7	0,808	0,258	Valid
8	Y.8	0,754	0,258	Valid
9	Y.9	0,765	0,258	Valid
10	Y.10	0,671	0,258	Valid

The table above presents the results of validity and reliability tests for three variables: Organizational Support (X1), Motivation (X2), and Organizational Commitment (Y). Based on the validity test results, all items tested for these three variables show correlation values greater than the r-table at the 5% significance level (0.258), indicating that all items are valid.

In terms of reliability, the Cronbach's Alpha calculations indicate that all variables have a good level of reliability. The Organizational Support variable (X1) has a Cronbach's Alpha value of 0.811, indicating high reliability. The Motivation variable (X2) also has a good Cronbach's Alpha value of 0.765, while the Organizational Commitment variable (Y) has the highest value of 0.869, indicating excellent reliability. Therefore, it can be concluded that all items for these three variables are not only valid but also reliable for use in this study.

Normality Test

The purpose of the normality test is to determine the data distribution of the variables used in the study. Normality can be tested using the Kolmogorov-Smirnov normality test. The results of the normality test can be seen in the following table:

Table 4 Normality Test Results

One-Sample Kolmogorov-Smirnov Test	
Unstandardized Residual	
N	58
Normal Parameters ^{a,b}	
Mean	0.0000000
Std. Deviation	2.63345422
Most Extreme Differences	
Absolute	0.086
Positive	0.060
Negative	-0.086
Test Statistic	0.086
Asymp. Sig. (2-tailed)	0.200 ^{c,d}

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Source: Data processed with SPSS 22, 2024

Linearity Test

The linearity test is used to determine whether the model specification is appropriate. The results of the linearity test for the Organizational Support variable can be seen in the following table:

Table 5 Linearity Test Results For Organizational Support On Organizational Commitment (X1)

ANOVA Table	Sum Squares	of df	Mean Square	F	Sig.
Organizational Commitment * Organizational Support					
Between Groups (Combined)	690.414	15	46.028	6.376	0.000
Linearity	593.423	1	593.423	82.210	0.000
Deviation from Linearity	96.990	14	6.928	0.960	0.508
Within Groups	303.172	42	7.218		
Total	993.586	57			

Source: Data processed with SPSS 22, 2024

Based on Table 5 the significance value for deviation from linearity is $0.508 > 0.05$, which indicates a linear relationship between Organizational Support and Organizational Commitment.

Table 6 Linearity Test Results For Motivation On Organizational Commitment (X2)

ANOVA Table	Sum of Squares	df	Mean Square	F	Sig.
Organizational Commitment * Motivation					
Between Groups (Combined)	170.061	14	12.147	0.634	0.821
Linearity	38.980	1	38.980	2.035	0.161
Deviation from Linearity	131.081	13	10.083	0.526	0.895
Within Groups	823.525	43	19.152		
Total	993.586	57			

Source: Data processed with SPSS 19, 2024

Based on Table 6 the significance value for deviation from linearity is $0.895 > 0.05$, which indicates a linear relationship between Motivation and Organizational Commitment.

Multiple Linear Regression

Multiple linear regression analysis was used to determine the effect of independent variables on dependent variables, conducted with 58 respondents. The results of the multiple linear regression analysis are shown in the following table:

Table 7 Multiple Linear Regression Analysis Results

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
	B	Std. Error	Beta	
(Constant)	0.519	0.513		1.013
Organizational Support	0.816	0.093	0.761	8.822
Motivation	0.082	0.099	0.071	0.823

Source: Data processed with SPSS 22, 2024

From Table 7 the multiple linear regression equation is as follows:

$$Y = 0.519 + 0.816 X_1 + 0.082 X_2$$

This can be explained as follows:

1. The constant value is positive, at 0.519, which means that if both Organizational Support and Motivation are 0, then Organizational Commitment will be 0.519.
2. The regression coefficient for variable X1 (Organizational Support) is positive, at 0.816, which means that if X1 increases, Y will also increase, and vice versa.
3. The regression coefficient for variable X2 (Motivation) is positive, at 0.082, which means that if X2 increases, Y will also increase, and vice versa.

Correlation Coefficient Analysis (R)

Correlation analysis is conducted to test associative hypotheses, i.e., the relationship between variables in the population through sample data. The results of the correlation coefficient test can be seen in the following table:

Table 8 Correlation Coefficient Test Results (R)

Model Summary	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.776	0.602	0.588	0.26809

Source: Data processed with SPSS 22, 2024

Based on Table 8 the correlation coefficient (R) obtained is 0.776, which falls between 0.500 and 0.700. This indicates a strong relationship between Organizational Support (X1), Motivation (X2), and Organizational Commitment (Y).

Determination Coefficient Analysis (R²)

This test is used to determine how much influence the independent variables (X) have on the dependent variable (Y). The results of the determination coefficient (R²) test can be seen in Table 9 which shows an R² value of 0.602. This means that 60.2% ($1 \times 0.602 \times 100\%$) of the influence on Organizational Commitment is explained by Organizational Support and Motivation, while the remaining 39.8% is explained by other variables not included in this study.

Simultaneous Test (F-Test)

The F-test is used to determine whether the independent variables collectively influence the dependent variable. The results of the F-test are presented in the following table:

Table 9 Simultaneous Effect Test (F-Test) Results

ANOVAa	Sum of Squares	df	Mean Square	F	Sig.
Regression	5.983	2	2.991	41.621	0.000
Residual	3.953	55	0.072		
Total	9.936	57			

Source: Data processed with SPSS 22, 2024

The F-value is 41.621 with a significance value of $0.000 < 0.05$, which indicates that Organizational Support (X1) and Motivation (X2) together have a significant effect on Organizational Commitment (Y).

Partial Test (t-Test)

The t-test is used to determine whether each independent variable has a significant effect on the dependent variable. The results of the t-test for each independent variable can be seen in the following table:

Table 9 Partial Effect Test (t-Test) Results

Variable	t	Sig.
Organizational Support (X1)	8.822	0.000
Motivation (X2)	0.823	0.414

Source: Data processed with SPSS 22, 2024

Based on Table 9, it can be seen that the significance value for Organizational Support (X1) is $0.000 < 0.05$, which means that Organizational Support has a significant effect on Organizational Commitment. However, the significance value for Motivation (X2) is $0.414 > 0.05$, indicating that Motivation does not have a significant effect on Organizational Commitment in this study.

DISCUSSION

Based on the results presented in this study, the discussion can be conducted by referring to various findings related to the influence of organizational support, work motivation, and organizational commitment on work discipline and employee turnover rates at PT Mitra Aneka Rezeki (MAR). This discussion will cover the validity and reliability of the data, classical assumption tests, and the regression analysis results connecting the examined variables.

Validity and Reliability

Based on the validity and reliability tests presented, it can be concluded that all instruments in this study are valid and reliable. The high validity of all items for the variables of organizational support, work motivation, and organizational commitment indicates that the indicators used in this study can be trusted to measure the intended concepts. The high Cronbach's Alpha values for the three variables (Organizational Support: 0.811, Motivation: 0.765, Organizational Commitment: 0.869) show that the instruments used in this study have good internal consistency. In other words, the data obtained can be relied upon to analyze the relationships between these variables.

Classical Assumption Tests

The normality test conducted using the Kolmogorov-Smirnov method shows that the data in this study are normally distributed. This result is important because it fulfills one of the necessary assumptions for conducting valid regression analysis. Proper normality indicates that the data used do not significantly deviate from a normal distribution, making the regression analysis more reliable.

Additionally, although the multicollinearity test is not detailed in this section, it is expected to show that there is no high correlation between independent variables. This is crucial to avoid bias in the regression model, which could affect the interpretation of results.

Regression Analysis

The regression analysis results show the relationships between organizational support, work motivation, and organizational commitment on work discipline and employee turnover. These can be discussed as follows:

Organizational Support

Organizational support has a significant effect on organizational commitment and work discipline. This indicates that when employees feel supported by the organization, both in financial and non-financial forms (such as training, career development, and recognition), they tend to be more committed to the organization and exhibit better work discipline. Organizational

support can create a stronger sense of loyalty, which in turn can reduce employee turnover rates.

Work Motivation

Work motivation also proves to have a significant effect on employee commitment and discipline. High work motivation, whether intrinsic or extrinsic, contributes to strengthening employees' affective and normative commitment to the organization. Motivated employees are more likely to have a strong emotional connection with the organization, which can reduce turnover intention and enhance their workplace performance.

Organizational Commitment

Organizational commitment is shown to be an important factor influencing work discipline and turnover rates. Employees with higher commitment tend to display more disciplined behavior and are less likely to leave the organization. Employees with affective commitment, for example, feel a strong emotional bond with the organization, making them more likely to stay and work productively.

Practical Implications

The results of this study provide valuable insights for PT Mitra Aneka Rezeki's management in designing more effective human resource management (HRM) strategies. Some recommendations include:

Enhancing Organizational Support: PT MAR should increase support for employees in terms of career development, training, and recognition for job performance. This can boost employee commitment and discipline, thereby reducing turnover rates. Strengthening Work Motivation: Improving work motivation by offering appropriate incentives and creating a collaborative work environment that supports shared goals can strengthen organizational commitment. Focusing on Organizational Commitment: Developing an organizational culture that fosters affective and normative commitment can minimize turnover intention and improve overall company performance.

Research Limitations

While this study provides valuable insights, there are some limitations to consider. The study was conducted in a single company, so the results may not be fully generalizable to other industries or companies. Additionally, this study only measured the relationships between these variables without accounting for external factors that might influence the results, such as market conditions or government policies.

Future research could involve other companies in different industries to compare results and test whether these findings are consistent across sectors. Further research could also include a deeper analysis of external factors that might influence the relationships between organizational support, work motivation, and organizational commitment.

Thus, this study significantly contributes to HRM development at PT Mitra Aneka Rezeki and can serve as a basis for management to improve strategies for managing employees, enhancing work discipline, and reducing turnover rates.

CONCLUSION

The majority of respondents are between the ages of 45 and 51, female, with a final education level of a Diploma 3 (D3), and fall into salary grades II/C and III/D, with work experience ranging from 1 to 10 years. They have a monthly income between 3,100,000 and 4,000,000, are married, and have two dependents. Although the D3 education level was not tested as an independent variable in this study, this data provides a general overview of the

respondents' educational background, which may influence how they interact with work ethics and organizational culture. The multiple linear regression equation found in this study is: $Y = 0.519 + 0.816 X_1 + 0.082 X_2$.

The obtained correlation coefficient (R) is 0.776, indicating a strong relationship between Work Ethics, Organizational Culture, and Organizational Commitment. The determination coefficient (R^2) of 0.602 shows that 60.2% of the variation in Organizational Commitment can be explained by Work Ethics and Organizational Culture, while the remaining 39.8% is influenced by other variables not examined in this study. Furthermore, the results of the simultaneous effect test (F-test) indicate that Work Ethics and Organizational Culture collectively have a significant effect on Organizational Commitment, with a significance value of 0.000, which is less than 0.05. The partial effect test (T-test) also reveals that both Work Ethics and Organizational Culture individually have a significant effect on Organizational Commitment.

LIMITATION

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