



Research Article

Organizational Support and Justice Effects on Nurses' Affective Commitment Mediated by Work Engagement

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Abstract: Employee affective commitment is a critical factor for workforce retention and service quality in healthcare organizations, particularly among nurses who represent the largest professional group in hospitals. Kemayoran X Hospital has experienced persistently high nurse turnover rates, indicating potential deficiencies in affective commitment. This study aimed to examine the influence of perceived organizational support and organizational justice on nurses' affective commitment, with work engagement serving as an intervening variable. A quantitative cross-sectional design was employed, involving 125 staff nurses at Kemayoran X Hospital selected through purposive sampling. Data were collected using structured self-administered questionnaires distributed via Google Forms and analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS). The results demonstrated that perceived organizational support, organizational justice, and work engagement simultaneously exerted a significant effect on affective commitment. Furthermore, perceived organizational support and organizational justice showed significant positive effects on work engagement, which in turn significantly influenced affective commitment. Mediation analysis confirmed that work engagement partially mediated the relationships between perceived organizational support and affective commitment, as well as between organizational justice and affective commitment. These findings indicate that nurses who perceive fair treatment and strong organizational support are more likely to be engaged in their work and emotionally committed to their organization. In conclusion, strengthening organizational support systems, ensuring fairness in decision-making processes, and fostering work engagement are essential managerial strategies to enhance nurses' affective commitment and reduce turnover in hospital settings.

Keywords: Affective Commitment; Nurses; Organizational Justice; Perceived Organizational Support; Work Engagement.

Received: October 30, 2025

Revised: November 26, 2025

Accepted: December 28, 2025

Published: January 31, 2026

Curr. Ver.: January 31, 2026



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1. Introduction

Employee commitment has long been recognized as a critical determinant of organizational sustainability, performance, and service quality, particularly in labor-intensive sectors such as healthcare. Among the dimensions of organizational commitment, affective commitment—defined as an employee's emotional attachment, identification, and involvement with an organization—plays a pivotal role in reducing turnover intention and enhancing job performance (Meyer & Allen, 1991; Colquitt et al., 2018). Nurses, as the largest professional group within hospitals, constitute a strategic human resource whose affective commitment directly influences patient safety, care quality, and organizational effectiveness. Consequently, understanding the determinants of nurses' affective commitment has become an increasingly important research object in hospital management and organizational behavior literature.

Previous studies have employed various methodological approaches to examine factors influencing affective commitment. Quantitative survey-based designs using regression analysis and Structural Equation Modeling (SEM) have been widely applied to explore the effects

of perceived organizational support and organizational justice on employee attitudes (Eisenberger et al., 2001; Colquitt, 2012). Other studies have utilized mediation models to investigate psychological mechanisms such as job satisfaction, trust, or work engagement as intervening variables linking organizational practices to commitment outcomes (Bakker & Leiter, 2010; Saks, 2006). These methods offer strong statistical explanatory power and generalizability; however, many studies rely on isolated direct-effect models or focus on non-healthcare sectors, limiting their contextual relevance for hospital-based nursing populations.

Despite extensive research, several limitations remain evident. First, prior studies often examine perceived organizational support and organizational justice independently, rather than integrating both constructs within a single explanatory framework. Second, work engagement—conceptualized as a positive, fulfilling work-related state characterized by vigor, dedication, and absorption—has not been sufficiently explored as a mediating mechanism between organizational factors and affective commitment, particularly among nurses. Third, empirical evidence from developing countries and private hospital settings remains limited, reducing the applicability of existing findings to diverse healthcare systems. These gaps suggest the need for a more comprehensive model that captures both organizational and psychological pathways influencing nurses' affective commitment.

The research problem addressed in this study arises from persistently high nurse turnover rates, which indicate low affective commitment and pose significant risks to workforce stability and service continuity. Specifically, the extent to which perceived organizational support and organizational justice shape affective commitment through work engagement remains insufficiently understood. Addressing this problem is essential for developing evidence-based human resource strategies in hospital management.

To address these gaps, this study proposes an integrative model that examines the effects of perceived organizational support and organizational justice on affective commitment, with work engagement as an intervening variable. Using a quantitative cross-sectional design and Structural Equation Modeling—Partial Least Squares (SEM-PLS), the study empirically tests both direct and indirect relationships among the variables within a nursing population at a private hospital. This approach allows for simultaneous evaluation of complex relationships and mediation effects, providing a more nuanced understanding of commitment formation mechanisms.

The contributions of this study are threefold. First, it extends organizational behavior theory by integrating perceived organizational support, organizational justice, and work engagement into a unified explanatory model of affective commitment. Second, it provides empirical evidence from the healthcare sector, specifically focusing on nurses, thereby enriching the literature with context-specific insights. Third, it offers practical implications for hospital managers by identifying key organizational levers that can enhance nurses' engagement and emotional attachment, ultimately reducing turnover.

The remainder of this paper is structured as follows. Section 2 reviews the relevant theoretical background and develops the research hypotheses. Section 3 describes the research methodology, including sample, instruments, and data analysis procedures. Section 4 presents the empirical results. Section 5 discusses the findings in relation to prior studies and managerial implications. Finally, Section 6 concludes the paper and outlines limitations and directions for future research.

2. Literature Review

Perceived Organizational Support and Organizational Justice

Perceived Organizational Support (POS) refers to employees' general belief that their organization values their contributions and cares about their well-being (Eisenberger et al., 1986). Rooted in Social Exchange Theory, POS suggests that when employees perceive favorable treatment from their organization, they reciprocate with positive attitudes and behaviors, including stronger organizational commitment (Cropanzano & Mitchell, 2005). In healthcare settings, POS has been consistently associated with improved job satisfaction, reduced turnover intention, and higher affective commitment among nurses (Li et al., 2022; Mascarenhas et al., 2022).

Organizational justice, defined as employees' perceptions of fairness in organizational processes and interactions, comprises distributive, procedural, and interactional justice (Colquitt, 2012). Justice perceptions shape employees' trust in management and influence emotional attachment to the organization. Empirical studies demonstrate that fair decision-making processes and respectful interpersonal treatment significantly enhance affective

commitment, particularly in high-stress professions such as nursing (Ito et al., 2023; González-Cánovas et al., 2024).

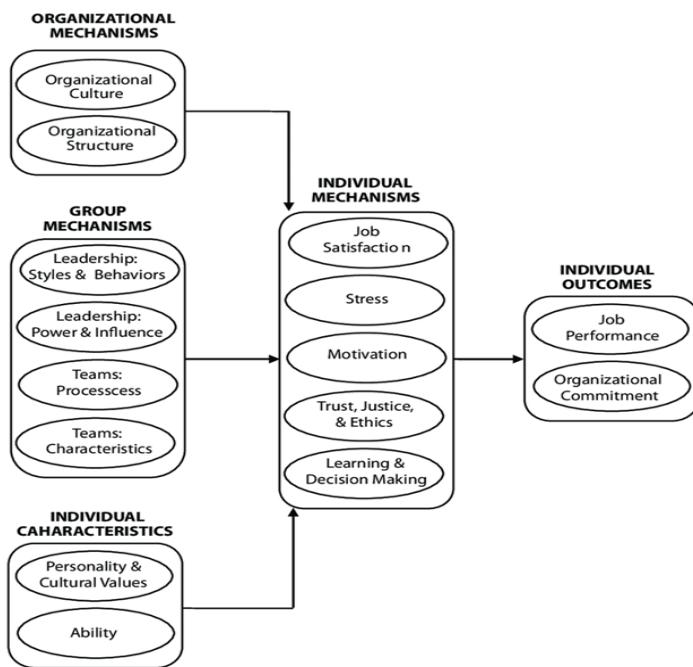


Figure 1. Integrated Model of Organizational Behavior.

Source: Colquitt et al. (2018)

Although both POS and organizational justice have been widely studied, prior research often treats these constructs independently, resulting in fragmented theoretical explanations. Some studies emphasize POS as a motivational mechanism (Aldabbas et al., 2025), while others highlight justice as an ethical and relational determinant of commitment (Yurnalis & Mangundjaya, 2020). However, limited empirical work integrates POS and organizational justice within a single explanatory framework, particularly in hospital contexts in developing countries. Furthermore, many studies rely on direct-effect models, overlooking potential psychological mechanisms that translate organizational practices into affective commitment.

These limitations indicate a theoretical gap regarding how organizational support and fairness jointly influence nurses' emotional attachment to their organizations. Addressing this gap requires incorporating mediating variables that capture employees' active psychological engagement with their work.

Work Engagement as a Mediating Mechanism toward Affective Commitment

Work engagement is defined as a positive, fulfilling, work-related state of mind characterized by vigor, dedication, and absorption (Bakker & Leiter, 2010). Unlike job satisfaction, which reflects evaluative attitudes, work engagement captures employees' energetic and emotional investment in their work. Within the Job Demands–Resources (JD-R) framework, organizational resources such as support and fairness are key antecedents of engagement, which subsequently drive positive organizational outcomes (Schaufeli et al., 2006).

Empirical evidence indicates that engaged nurses demonstrate stronger affective commitment, higher performance, and lower intention to leave (Asare et al., 2020; Gomes & Marques, 2022). Studies have also shown that POS enhances work engagement by fostering psychological safety and motivation, while organizational justice strengthens engagement through perceptions of respect and legitimacy (Udin et al., 2025). These findings suggest that work engagement functions as a critical psychological pathway linking organizational conditions to affective commitment.

Despite growing interest, several research gaps remain. First, many studies examine work engagement either as an outcome or as an independent predictor, rather than as an intervening variable connecting organizational factors to affective commitment. Second, the mediating role of work engagement has rarely been tested simultaneously with both POS and organizational justice, particularly using robust multivariate techniques such as SEM-PLS. Third,

existing research is predominantly conducted in non-healthcare sectors or public organizations, limiting its generalizability to private hospital settings.

This study addresses these gaps by positioning work engagement as a mediating mechanism between perceived organizational support, organizational justice, and affective commitment among nurses. By integrating organizational behavior theory with empirical evidence from a hospital context, this research contributes to a more comprehensive understanding of how organizational practices translate into sustained emotional commitment.

Based on the relationships among the variables and the proposed conceptual framework, the research hypotheses are formulated as follows:

H1: Perceived organizational support, organizational justice, and work engagement simultaneously have a significant effect on nurses' affective commitment at Kemayoran X Hospital.

H2: Perceived organizational support has a significant effect on work engagement among nurses at Kemayoran X Hospital.

H3: Organizational justice has a significant effect on work engagement among nurses at Kemayoran X Hospital.

H4: Perceived organizational support has a significant effect on nurses' affective commitment at Kemayoran X Hospital.

H5: Organizational justice has a significant effect on nurses' affective commitment at Kemayoran X Hospital.

H6: Work engagement has a significant effect on nurses' affective commitment at Kemayoran X Hospital.

H7: Perceived organizational support has a significant effect on nurses' affective commitment at Kemayoran X Hospital, with work engagement acting as an intervening variable.

H8: Organizational justice has a significant effect on nurses' affective commitment at Kemayoran X Hospital, with work engagement acting as an intervening variable.

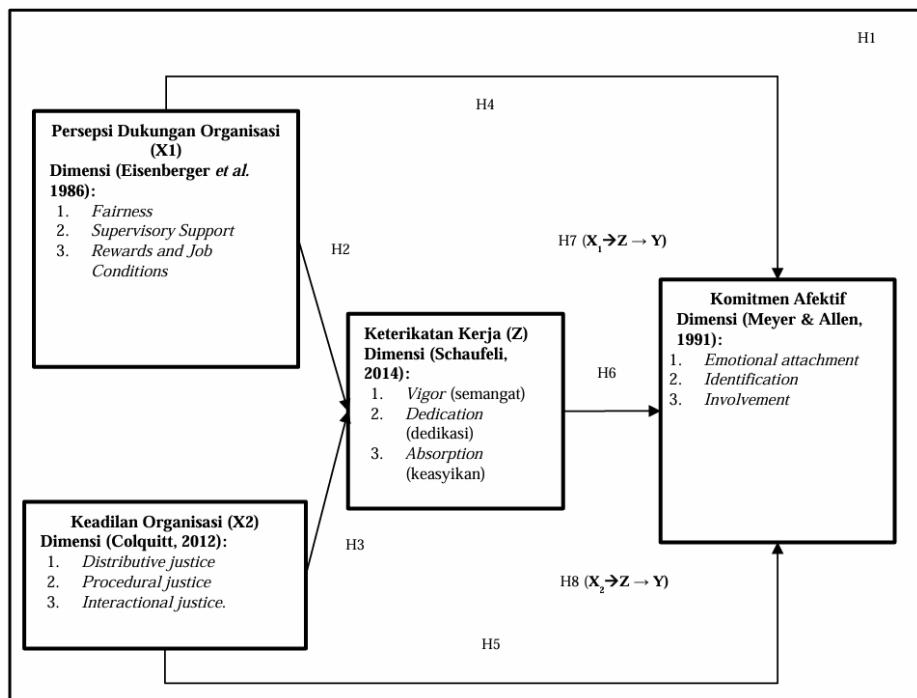


Figure 2. Conceptual framework.

3. Proposed Method

This study employed a quantitative research approach with a cross-sectional design to examine the relationships among perceived organizational support, organizational justice, work engagement, and affective commitment among nurses. The research object was staff nurses working at Kemayoran X Hospital, a private healthcare institution facing challenges related to nurse retention and affective commitment.

The research was conducted at Kemayoran X Hospital over a defined period in 2023. The study population comprised all implementing nurses employed at the hospital. A total sampling technique was applied, resulting in 184 respondents who met the inclusion criteria. Nurses on extended leave or not actively providing nursing services during the data collection period were excluded from the study.

Derived from theory and empirical evidence, this study develops a conceptual framework that specifies the structural relationships among perceived organizational support, organizational justice, work engagement, and affective commitment. The framework incorporates both direct and indirect effects, positioning work engagement as a mediating variable, and is designed to be tested using Structural Equation Modeling (SEM). Accordingly, the conceptual framework serves as the analytical basis for examining the proposed mediation mechanisms and is presented as follows:

Data were collected using a structured self-administered questionnaire distributed electronically via Google Forms. The instrument measured four latent variables: perceived organizational support, organizational justice, work engagement, and affective commitment. Each construct was operationalized through multiple dimensions and indicators adapted from established theories and prior empirical studies. Responses were recorded using a Likert-scale format to capture respondents' perceptions consistently across variables.

Prior to hypothesis testing, instrument calibration was conducted through validity and reliability assessments. Construct validity was evaluated using convergent and discriminant validity criteria, while reliability was assessed through composite reliability and Cronbach's alpha. All measurement indicators met the acceptable thresholds, indicating that the research instrument was both valid and reliable for further analysis.

Data analysis was performed using Structural Equation Modeling—Partial Least Squares (SEM-PLS). This method was selected due to its suitability for complex models involving multiple latent variables and mediation effects, as well as its robustness in handling non-normal data distributions and relatively moderate sample sizes. The analysis procedure consisted of descriptive statistical analysis, measurement model evaluation, and structural model testing, including hypothesis testing of direct and indirect effects.

Data Analysis

The data in this study were analyzed using Structural Equation Modeling—Partial Least Squares (SEM-PLS), which is appropriate for examining complex causal relationships among latent variables and for testing mediation effects in predictive research models. This approach was selected due to its robustness in handling non-normal data distributions and its suitability for models with multiple constructs and indicators.

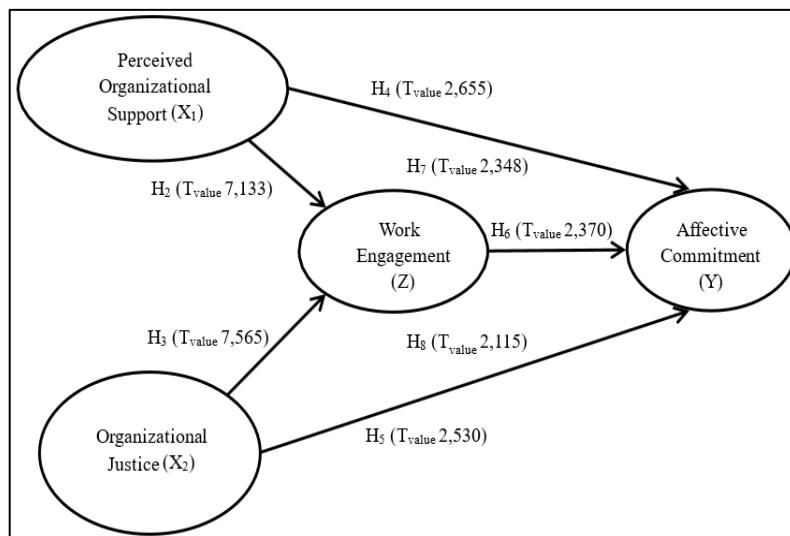


Figure 3. Hypothesis Testing Model Flowchart.

Prior to hypothesis testing, descriptive statistical analysis was conducted to summarize respondents' demographic characteristics and provide an overview of the data distribution. Subsequently, the measurement model was evaluated to ensure the adequacy of the research instruments. Convergent validity was assessed by examining factor loadings and Average

Variance Extracted (AVE), while discriminant validity was evaluated using cross-loadings and the Fornell–Larcker criterion. Reliability was confirmed through Cronbach's alpha and composite reliability values, all of which met the recommended threshold levels, indicating that the constructs were measured reliably and consistently.

Following the evaluation of the measurement model, the structural model was assessed to test the proposed hypotheses. Path coefficients were examined to determine the direction and magnitude of relationships among perceived organizational support, organizational justice, work engagement, and affective commitment. The significance of both direct and indirect effects was evaluated using a bootstrapping procedure to obtain t-statistics and p-values. Mediation analysis was performed to assess the role of work engagement as an intervening variable in the relationships between perceived organizational support and affective commitment, as well as between organizational justice and affective commitment.

In addition, the coefficient of determination (R^2) was analyzed to evaluate the explanatory power of the model, while effect size (f^2) values were examined to assess the relative contribution of each exogenous variable. All data analyses were conducted using SmartPLS software, enabling a comprehensive assessment of the measurement and structural models and providing empirical support for the proposed research framework.

4. Results and Discussion

Results

Respondent Characteristics

A total of 125 respondents participated in this study after meeting the established inclusion criteria. The respondents consisted of implementing nurses at Kemayoran X Hospital and were selected using a purposive sampling technique. The population of the study comprised 180 nurses, and the sample size was determined using the Slovin formula with a 5% margin of error. All returned questionnaires were complete and valid for further analysis.

Hypothesis Testing Results

a. Simultaneous Test

Simultaneous hypothesis testing using the F-test is not directly provided in the SmartPLS program; therefore, a manual calculation was performed. Based on the results of the calculation, the obtained F-value ($F_h = 47.53$) is greater than the critical F-value ($F_t = 2.68$). This indicates that perceived organizational support, organizational justice, and work engagement simultaneously have a significant effect on the affective commitment of implementing nurses at Kemayoran X Hospital. Consequently, first hypothesis is accepted.

b. Testing of Direct and Indirect Effects

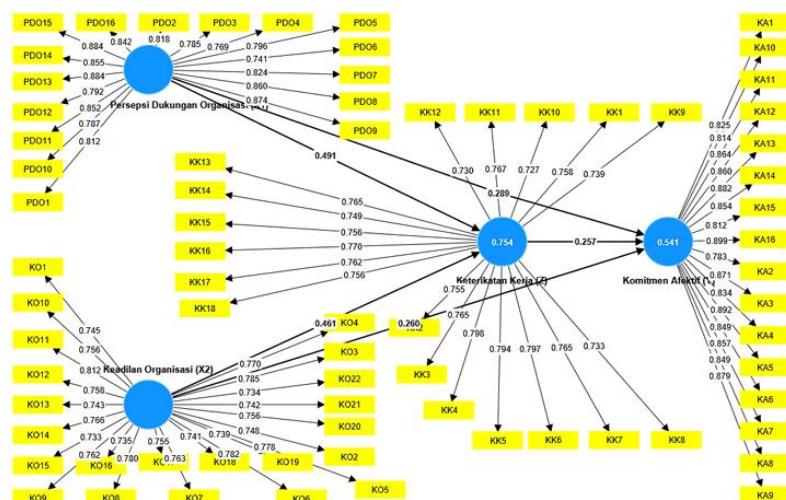


Figure 4. Inner Model Result

Criteria for hypothesis acceptance are that the alternative hypothesis (H_a) is accepted and the null hypothesis (H_0) is rejected when the t-value exceeds 1.96. Alternatively, based on the probability value approach, H_a is accepted when the p-value is less than 0.05.

Construction of the structural model test path diagram in this study uses two exogenous variables and two endogenous variables that describe the relationship between variables as shown in Figure 4.

Table 1. Results of Direct and Indirect Effect Tests.

Hypothesis Test	Path Coefficients	T Values	P Values	Description
Direct Effect				
Perception of Organizational Support (X1) -> Work Engagement (Z)	0,491	7,133	0,000	H2 Accepted
Organizational Justice (X2) -> Work Engagement (Z)	0,461	7,565	0,000	H3 Accepted
Perceived Organizational Support (X1) -> Affective Commitment (Y)	0,289	2,655	0,008	H4 Accepted
Organizational Justice (X2) -> Affective Commitment (Y)	0,260	2,530	0,011	H5 Accepted
Work Engagement (Z) -> Affective Commitment (Y)	0,257	2,370	0,018	H6 Accepted
Indirect Effect				
Perceived Organizational Support (X1) -> Work Engagement (Z) -> Affective Commitment (Y)	0,126	2,348	0,019	H7 Accepted
Organizational Justice (X2) -> Work Engagement (Z) -> Affective Commitment (Y)	0,119	2,115	0,034	H8 Accepted
Threshold	> 1,96	< 0,05		

Source: SMARTPLS 4.0 Processing Results (2025)

The results of the structural model indicate that all proposed direct effects are statistically significant, with t-values exceeding 1.96 and p-values below 0.05. Perceived organizational support has a significant positive effect on work engagement ($\beta = 0.491$), and organizational justice also significantly influences work engagement ($\beta = 0.461$). In addition, perceived organizational support ($\beta = 0.289$), organizational justice ($\beta = 0.260$), and work engagement ($\beta = 0.257$) each have significant direct effects on affective commitment.

The mediation analysis shows that work engagement significantly mediates the relationship between perceived organizational support and affective commitment ($\beta = 0.126$), as well as between organizational justice and affective commitment ($\beta = 0.119$). Since both direct and indirect effects are significant, work engagement acts as a partial mediator in these relationships.

Overall, the results demonstrate that perceived organizational support and organizational justice play pivotal roles in shaping nurses' affective commitment, both directly and indirectly through work engagement. Organizational support and fairness significantly enhance work engagement, which in turn strengthens affective commitment. The presence of significant direct and mediated effects indicates that work engagement serves as a partial mediating mechanism, linking organizational conditions to nurses' emotional attachment to the organization. These findings confirm that affective commitment among nurses is not only influenced by organizational practices but is also reinforced through nurses' active psychological involvement in their work.

Discussion

This study aims to examine the influence of perceived organizational support and organizational justice on affective commitment, with work engagement functioning as an intervening variable among implementing nurses at Kemayoran X Hospital. The findings contribute to the growing body of organizational behavior literature in healthcare by clarifying the mechanisms through which organizational conditions shape nurses' emotional attachment to their organization. In the context of hospital services, where human resources play a critical role in service quality and patient safety, understanding these relationships is essential for strengthening workforce stability and organizational sustainability.

The results indicate that perceived organizational support, organizational justice, and work engagement simultaneously have a significant effect on affective commitment. This finding suggests that nurses' emotional attachment to the hospital is not formed by a single factor, but rather through the combined influence of organizational support systems, perceptions of fairness, and psychological engagement at work. When nurses perceive that the organization values their contributions, treats them fairly, and provides a supportive environment, their motivation and willingness to remain committed to the organization increase. These conditions foster trust, psychological safety, and organizational stability, which are crucial in maintaining high-quality healthcare services.

The analysis further shows that perceived organizational support has a significant positive effect on work engagement. This indicates that organizational support—such as recognition, concern for employee well-being, and availability of resources—enhances nurses' vigor, dedication, and absorption in their work. Nurses who feel supported are more likely to invest their physical, cognitive, and emotional energy into their tasks. This finding is consistent with Eisenberger et al. (1986), who argue that organizational support strengthens employees' sense of obligation and intrinsic motivation, leading to higher engagement levels. In a hospital setting, supportive organizational practices contribute to a work environment that encourages professionalism, teamwork, and sustained performance.

Similarly, organizational justice is found to have a significant positive effect on work engagement. Fairness in procedures, equitable distribution of rewards, and respectful interpersonal treatment promote trust in management and reinforce nurses' willingness to engage actively in their work roles. When organizational decisions are perceived as transparent and unbiased, nurses are more likely to demonstrate dedication and persistence in their duties. This result aligns with Colquitt et al. (2018), who emphasize that justice perceptions influence employees' attitudes and behaviors by shaping their emotional and cognitive evaluations of the organization.

The findings also reveal that perceived organizational support and organizational justice each have a significant direct effect on affective commitment. This suggests that nurses develop stronger emotional attachment to the hospital when they feel supported and treated fairly. Perceived organizational support signals that the organization values nurses as individuals, while organizational justice reinforces a sense of dignity and respect. Together, these factors enhance nurses' sense of belonging and identification with the organization. This result supports Social Exchange Theory, which posits that positive organizational treatment is reciprocated through favorable employee attitudes, including affective commitment.

In addition, work engagement has a significant positive effect on affective commitment. This indicates that nurses who are enthusiastic, dedicated, and deeply involved in their work are more likely to develop strong emotional bonds with the organization. Engaged nurses tend to internalize organizational goals and values, which strengthens their commitment beyond contractual obligations. This finding is consistent with Schaufeli et al. (2002), who argue that engagement functions as a motivational state that promotes positive organizational outcomes.

Importantly, the mediation analysis demonstrates that work engagement partially mediates the relationship between perceived organizational support and affective commitment, as well as between organizational justice and affective commitment. This indicates that organizational support and fairness influence affective commitment both directly and indirectly through increased work engagement. Work engagement serves as a psychological mechanism that translates favorable organizational conditions into emotional attachment. However, because the direct effects remain significant, work engagement does not fully replace the role of organizational support and justice, but rather complements them. This finding highlights the dual pathway through which organizational factors operate: structural and psychological.

Overall, the findings emphasize that strengthening affective commitment among nurses requires not only supportive policies and fair management practices but also deliberate efforts to enhance work engagement. Hospital management should focus on creating an organizational environment that values nurses' contributions, ensures fairness in decision-making, and encourages active involvement in work roles. Such an integrated approach can foster a committed nursing workforce, reduce turnover intentions, and ultimately improve service quality and patient care outcomes at Kemayoran X Hospital.

5. Comparison

This study contributes to the existing literature on organizational behavior and healthcare management by empirically examining the relationships among perceived organizational support, organizational justice, work engagement, and affective commitment within a hospital nursing context. While previous studies have widely examined the individual effects of organizational support and organizational justice on employee attitudes, this research offers a more integrated perspective by testing these variables simultaneously within a mediation framework using SEM-PLS.

Earlier studies have consistently reported that perceived organizational support positively influences work engagement and organizational commitment (Eisenberger et al., 1986; Rhoades & Eisenberger, 2002). Similarly, organizational justice has been identified as an important determinant of employee engagement and commitment (Colquitt et al., 2018). The findings of this study are consistent with those results, confirming that both organizational support and organizational justice significantly enhance work engagement and affective commitment. However, this study extends prior findings by demonstrating that these relationships remain significant in a healthcare environment characterized by high workload, emotional demands, and complex service dynamics.

Compared to previous research that primarily focused on direct relationships, this study provides empirical evidence that work engagement serves as a partial mediator between organizational factors and affective commitment. While work engagement has often been examined as an outcome variable, the present study positions it as an explanatory mechanism that links organizational support and organizational justice to affective commitment. This approach offers a more nuanced understanding of how organizational conditions are translated into nurses' emotional attachment to their organization.

In contrast to studies conducted in non-healthcare sectors, this research provides context-specific insights into the nursing profession, where perceptions of support and fairness are particularly critical due to the intensity of work demands and the emotional nature of patient care. Methodologically, the use of SEM-PLS allows for the simultaneous testing of direct and indirect effects, offering a more comprehensive analytical approach than traditional regression-based methods commonly used in earlier studies.

Overall, this study reinforces existing empirical evidence while extending prior research through an integrated model and mediation analysis in a hospital setting. The findings underscore the importance of strengthening organizational support and justice while fostering work engagement to enhance affective commitment among nurses, thereby offering both theoretical enrichment and practical implications for healthcare organizations..

6. Conclusions

This study examined the influence of perceived organizational support and organizational justice on affective commitment, with work engagement serving as an intervening variable among implementing nurses at Kemayoran X Hospital. The findings demonstrate that perceived organizational support, organizational justice, and work engagement simultaneously have a significant effect on nurses' affective commitment. Individually, perceived organizational support and organizational justice significantly enhance work engagement and directly strengthen affective commitment. In addition, work engagement has a significant positive effect on affective commitment, indicating its central role in shaping nurses' emotional attachment to the organization.

The mediation analysis confirms that work engagement partially mediates the relationship between perceived organizational support and affective commitment, as well as between organizational justice and affective commitment. These results support all proposed hypotheses and align with the study's objectives, which sought to explain both direct and indirect mechanisms through which organizational conditions influence affective commitment. The findings indicate that organizational support and fairness not only affect

commitment directly but also operate through psychological engagement as an important explanatory pathway.

From a theoretical perspective, this study contributes to organizational behavior and healthcare management literature by integrating perceived organizational support and organizational justice within a mediation framework involving work engagement. The findings extend existing theories, particularly Social Exchange Theory, by providing empirical evidence from a hospital context that emphasizes the psychological processes underlying affective commitment. Practically, the results suggest that hospital management should prioritize supportive policies, fair treatment, and strategies that foster work engagement to strengthen nurses' commitment, reduce turnover risk, and improve service quality.

Despite these contributions, this study has several limitations. The use of a cross-sectional design limits the ability to draw causal conclusions. Data were collected from a single hospital, which may restrict the generalizability of the findings to other healthcare settings. Future research is encouraged to employ longitudinal designs, include multiple hospitals or regions, and incorporate additional variables such as leadership style, job stress, or organizational culture to further enrich understanding of factors influencing affective commitment among healthcare professionals.

Author Contributions: Conceptualization: I.E.A.; Methodology: I.E.A.; Software: I.E.A.; Validation: I.E.A.; Formal analysis: I.E.A.; Investigation: I.E.A.; Resources: I.E.A.; Data curation: I.E.A.; Writing—original draft preparation: I.E.A.; Writing—review and editing: I.E.A.; Visualization: I.E.A.; Supervision: I.E.A.; Project administration: I.E.A.

Funding: This research received no external funding.

Data Availability Statement: We encourage all authors of articles published in FAITH journals to share their research data. This section provides details regarding where data supporting reported results can be found, including links to publicly archived datasets analyzed or generated during the study. Where no new data were created or data unavailable due to privacy or ethical restrictions, a statement is still required.

Acknowledgments: The data presented in this study are not publicly available due to ethical considerations and the protection of respondents' privacy. Data are available from the corresponding author upon reasonable request and with permission from Kemayoran X Hospital.

Conflicts of Interest: The authors declare no conflict of interest.

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