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The Contribution Of Organizational Climate, Career Development, And Organizational Support To Organizational Commitment At Bpsdmd Of Lampung Province

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Abstract

This study aims to examine and analyze the contribution of organizational climate, career development, and organizational support to the organizational commitment of civil servants at BPSDMD Lampung Province. This research employed a quantitative approach with descriptive and associative research methods. The population of this study consisted of all civil servants at BPSDMD Lampung Province, totaling 87 respondents. The sampling technique used was saturated sampling, in which the entire population was selected as the research sample. Data were collected through questionnaires, observation, and literature study, while the data analysis technique used was multiple linear regression with the assistance of SPSS 26. The results of the study indicate that organizational climate has a positive and significant effect on organizational commitment, career development has a positive and significant effect on organizational commitment, and organizational support also has a positive and significant effect on the organizational commitment of civil servants at BPSDMD Lampung Province. Simultaneously, organizational climate, career development, and organizational support have a significant effect on organizational commitment, with a contribution of 52.4%, while the remaining percentage is influenced by other factors outside this study. Therefore, improving the organizational commitment of civil servants should be carried out by creating a conducive organizational climate, providing clear career development, and strengthening organizational support in a sustainable manner.

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Keywords: organizational climate, career development, organizational support, organizational commitment, civil servants.

INTRODUCTION

Modern organizations in the era of globalization and digitalization face increasingly complex challenges, particularly in managing human resources (HR) (Kumalasari et al., 2026; Rhama et al., 2026). Technological developments, changing work environments, and increasing demands for service quality require organizations to adapt quickly and effectively. In this context, human resources are no longer viewed merely as factors of production but as strategic assets that play an important role in determining an organization's success in achieving its objectives. Therefore, effective human resource management is essential for improving organizational competitiveness in both the private and public sectors (Rosi & Ribhan, 2026; Yuniarthe et al., 2025).

In the context of public-sector organizations, particularly government institutions, civil servants (ASN) play a vital role. Civil servants are responsible not only for implementing government policies but also for providing quality, transparent, and accountable public services. To achieve these objectives, civil servants need to be not only competent but also highly committed to their organizations. Organizational commitment is important because it is associated with employee loyalty, involvement, and willingness to remain part of the organization and contribute to the achievement of organizational goals (Rosi & Ribhan, 2026).

Organizational commitment is a psychological state that describes the relationship between individuals and their organizations. Employees with a high level of commitment tend to demonstrate positive attitudes toward their work, a strong sense of responsibility, and a willingness to make additional efforts to achieve organizational goals. Conversely, low organizational commitment may lead to various problems, including decreased performance, increased absenteeism, reduced participation, and turnover intention (Bazor et al., 2026; Hairudin et al., 2023; Kumalasari et al., 2026). Therefore, organizational commitment is an important issue that needs to be addressed, particularly in government institutions that have a significant responsibility for providing optimal public services.

Low organizational commitment remains a concern in various government institutions. This condition can be observed through several indicators, such as employee attendance, lateness, and participation in organizational activities. A similar condition can be observed at the Regional Human Resources Development Agency

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(BPSDMD) of Lampung Province, a government institution with a strategic role in improving the competence of civil servants through education and training.

As an institution responsible for human resource development, BPSDMD Lampung Province requires employees who are not only competent but also highly committed to the organization. This is important because the success of human resource development programs depends considerably on employee performance and involvement in carrying out their responsibilities. However, the available data indicate that there are still indications of organizational commitment-related problems among civil servants at BPSDMD Lampung Province.

The increasing demand for high-quality public services requires government organizations to pay attention to various factors that may strengthen employee organizational commitment. Strong organizational commitment can encourage civil servants to work professionally and responsibly and to demonstrate greater discipline in carrying out their duties. Conversely, low organizational commitment may affect the effectiveness of work programs, reduce the quality of public services, and hinder the achievement of organizational objectives. Therefore, organizations need to create a conducive work environment, provide clear career development opportunities, and demonstrate organizational support to employees in order to foster employee loyalty and sustained organizational attachment.

Table 1. Attendance Data of Civil Servants at BPSDMD Lampung Province, 2021–2025

Year	Number of Civil Servants	Attendance (%)	Lateness (%)	Absenteeism (%)
2021	85	92%	6%	2%
2022	87	90%	7%	3%
2023	90	88%	8%	4%
2024	92	86%	9%	5%
2025	95	85%	10%	5%

Source: BPSDMD Lampung Province, processed by the researcher, 2026.

Based on Table 1.1, the attendance rate of civil servants decreased gradually from year to year. In 2021, the attendance rate was 92%, but it decreased to 85% in 2025. Meanwhile, the rates of lateness and absenteeism increased during the same

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period. This condition indicates a decline in work discipline, which may serve as one of the indicators of lower organizational commitment among civil servants. If not addressed appropriately, the decline in work discipline may affect service effectiveness and the achievement of organizational targets.

In addition to attendance, employee participation in organizational activities is also an important indicator of organizational commitment.

Table 2. Participation of Civil Servants at BPSDMD Lampung Province, 2021–2025

Year	Number of Civil Servants	Training Participation (%)	Internal Participation (%)
2021	85	80%	78%
2022	87	78%	75%
2023	90	75%	72%
2024	92	73%	70%
2025	95	70%	68%

Source: BPSDMD Lampung Province, processed by the researcher, 2026.

As shown in Table 1.2, civil servants' participation in organizational activities declined from year to year. This decline indicates reduced employee involvement in organizational activities, which may reflect a decrease in organizational commitment. Low employee participation may also hinder organizational capacity development, particularly efforts to improve civil servant competencies within the Lampung Provincial Government.

This situation indicates that several factors may influence the organizational commitment of civil servants at BPSDMD Lampung Province. One of the factors considered relevant is organizational climate. Organizational climate refers to employees' perceptions of their work environment, including working relationships, leadership support, and organizational systems. A conducive organizational climate can create a comfortable working environment and enhance employee motivation and organizational commitment (Zhamarend et al., 2025). Litwin and Stringer (1968) explained that a positive organizational climate can encourage productive work behavior, increase job satisfaction, and strengthen employee loyalty to the organization.

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In addition to organizational climate, career development is another important factor associated with organizational commitment. Employees who have opportunities for professional growth and clear career paths tend to demonstrate stronger loyalty and commitment to their organizations. Conversely, limited career development opportunities may cause employees to feel stagnant and lose work motivation (Priyanto & Ramadhan, 2025). According to the career development perspective proposed by Dessler (2017), opportunities for promotion and competency development represent forms of organizational recognition that can strengthen employees' emotional attachment to the organization.

Another factor that may influence organizational commitment is perceived organizational support (POS), referred to in this study as organizational support. POS reflects the extent to which employees perceive that their contributions are valued and that the organization cares about their well-being. Employees who perceive greater organizational support may develop a stronger sense of belonging and commitment to the organization (Sadikin, 2025). According to Eisenberger et al., (1986), employees who receive attention, recognition, and support from their organization tend to reciprocate by demonstrating greater loyalty and commitment.

Previous studies have shown that organizational climate, career development, and perceived organizational support are associated with organizational commitment. However, most previous studies have examined these variables separately, and relatively few have examined the three variables simultaneously within a single research model (Nursyidah, 2025). In addition, previous research conducted in the BPSDMD context has primarily focused on training and information systems and has not specifically examined the factors associated with civil servants' organizational commitment. This situation indicates a research gap that needs to be addressed through a more comprehensive study.

The novelty of this study lies in examining the simultaneous contribution of organizational climate, career development, and perceived organizational support to the organizational commitment of civil servants at BPSDMD Lampung Province. The study also focuses on a regional government institution responsible for human resource development, which remains relatively underexplored in research on human resource management, particularly regarding civil servants' organizational commitment. Furthermore, this study uses actual organizational phenomena based on five years of employee attendance and participation data as an empirical basis for analyzing organizational problems.

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Based on the identified phenomena, theoretical perspectives, and previous research findings, efforts are needed to strengthen civil servants' organizational commitment through a conducive organizational climate, clear and fair career development opportunities, and stronger organizational support. These factors are expected to encourage civil servants to perform more effectively, demonstrate stronger loyalty, and contribute to the achievement of organizational objectives in an effective and sustainable manner.

Therefore, the researcher is interested in conducting a study entitled "The Contribution of Organizational Climate, Career Development, and Perceived Organizational Support to Organizational Commitment at BPSDMD Lampung Province." The study is considered relevant to the current organizational conditions and is expected to provide both theoretical and practical contributions to the development of human resource management in the public sector.

Literature Review and Hypothesis

The Relationship Between Organizational Climate and Organizational Commitment

Organizational climate refers to employees' perceptions of the work environment, including working relationships, leadership support, reward systems, communication, and the overall atmosphere within the organization. A positive organizational climate can create a supportive and comfortable work environment that makes employees feel valued and recognized, thereby strengthening their sense of belonging, loyalty, and commitment to the organization. From the perspective of Litwin and Stringer (1968), a conducive organizational climate can encourage positive work behavior and strengthen employees' attachment to the organization. Recent empirical evidence also supports this relationship. Sunga et al., (2024), for example, found that organizational climate had a positive and significant effect on employee commitment among civil servants in four districts of Central Sumba Regency, while Sindia & Mahdi (2025) found that organizational climate was a relevant factor in explaining organizational commitment among civil servants at the Regional Financial and Asset Management Agency of Sintang Regency. Based on these theoretical and empirical arguments, a more conducive organizational climate is expected to strengthen the organizational commitment of civil servants at BPSDMD Lampung Province.

H_1: Organizational climate has a significant effect on the organizational commitment of civil servants at BPSDMD Lampung Province.

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The Relationship Between Career Development and Organizational Commitment

Career development refers to organizational efforts to improve employees' competencies, skills, and opportunities to achieve their desired career progression. Opportunities for promotion, training, competency development, and clear career paths can signal that the organization values employees' future and professional growth, thereby encouraging stronger loyalty and organizational commitment. This argument is consistent with the view that career development can strengthen employees' motivation, career satisfaction, and attachment to their organizations. Recent empirical studies provide support for this relationship. Sindia & Mahdi (2025) examined civil servants and found that career development and organizational climate were relevant to organizational commitment, while Garnita et al., (2025) reported that career development had a positive and significant effect on organizational commitment among employees of Radio Republik Indonesia Yogyakarta. Similarly, recent research by Khaeruman & Mariam (2025) found a positive effect of career development strategies on organizational commitment in a state-owned public transportation organization. Based on these findings, greater career development opportunities are expected to strengthen the organizational commitment of civil servants at BPSDMD Lampung Province.

H_2: Career development has a significant effect on the organizational commitment of civil servants at BPSDMD Lampung Province.

The Relationship Between Perceived Organizational Support and Organizational Commitment

Perceived organizational support (POS) refers to employees' perceptions that their organization values their contributions and cares about their well-being. When employees perceive that they receive adequate support, recognition, attention, and resources from their organization, they are more likely to develop a stronger sense of belonging, loyalty, and emotional attachment to the organization. This relationship is consistent with Social Exchange Theory, which suggests that positive treatment from the organization can generate reciprocal positive attitudes and behaviors from employees. Recent empirical research by Hngoi et al., (2024) found that perceived organizational support significantly predicted organizational commitment, while Chu et al., (2024) also highlighted the important role of organizational support in shaping employees' organizational commitment. In the Indonesian context, Sinaga et al., (2024) further examined organizational support, career development, and organizational

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commitment and confirmed the relevance of organizational support in explaining employee commitment. Therefore, the greater the perceived organizational support experienced by civil servants, the stronger their organizational commitment is expected to be at BPSDMD Lampung Province.

H_3: Perceived organizational support has a significant effect on the organizational commitment of civil servants at BPSDMD Lampung Province.

The Simultaneous Relationship of Organizational Climate, Career Development, and Perceived Organizational Support with Organizational Commitment

Organizational climate, career development, and perceived organizational support represent complementary organizational conditions that may jointly contribute to employee organizational commitment. A conducive organizational climate provides a supportive work environment, career development provides opportunities for professional growth and a clearer career future, while perceived organizational support makes employees feel valued and cared for by the organization. When these conditions are present simultaneously, employees may develop stronger loyalty, attachment, and willingness to remain involved in achieving organizational objectives. Empirical research supports the relevance of these variables both individually and collectively. Sindia & Mahdi (2025) demonstrated the relevance of organizational climate and career development in explaining organizational commitment among civil servants, while Sinaga et al. (2024) showed the importance of organizational support and career development in relation to organizational commitment. In addition, Hari et al., (2024) specifically examined organizational climate and perceived organizational support in relation to organizational commitment, demonstrating the relevance of these organizational conditions in explaining employee commitment. Based on these theoretical and empirical arguments, organizational climate, career development, and perceived organizational support are expected to jointly contribute to the organizational commitment of civil servants at BPSDMD Lampung Province.

H_4: Organizational climate, career development, and perceived organizational support simultaneously have a significant effect on the organizational commitment of civil servants at BPSDMD Lampung Province.

Method Research

This study employed a quantitative approach with descriptive, associative, explanatory, and cross-sectional designs (Sugiyono, 2022). The study aimed to analyze

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the effects of organizational climate (X_1), career development (X_2), and perceived organizational support (X_3) on organizational commitment (Y) among civil servants at the Regional Human Resources Development Agency (BPSDMD) of Lampung Province, both partially and simultaneously. The research was conducted at BPSDMD Lampung Province from April 2026 onward. The population consisted of 87 civil servants, based on employee data as of January 2026. Since the population was relatively limited, a saturated sampling technique was employed, whereby all 87 civil servants were included as respondents.

Data were collected through questionnaires, observation, and literature review (Creswell & Poth, 2024). The questionnaire was developed based on the indicators of each research variable and employed a five-point Likert scale, ranging from 1 = strongly disagree to 5 = strongly agree. Organizational climate was measured through organizational structure, responsibility, rewards, organizational support, and work standards; career development through work achievement, promotion opportunities, training, work experience, and career planning; perceived organizational support through leadership support, work motivation, organizational recognition, organizational attention, and work facilities; while organizational commitment was measured through affective, continuance, and normative commitment. The research instrument was tested for validity using Pearson Product Moment correlation and for reliability using Cronbach's Alpha, with an Alpha value above 0.60 considered reliable.

Data analysis was performed using IBM SPSS Statistics through classical assumption tests, including normality, multicollinearity, and heteroscedasticity tests, followed by multiple linear regression analysis (Ghozali, 2020). Hypotheses were tested using the t-test to determine the partial effects of each independent variable on organizational commitment, the F-test to examine their simultaneous effect, and the coefficient of determination (R^2) to determine the extent to which the independent variables explain organizational commitment. The normality test used the Kolmogorov–Smirnov test, multicollinearity was assessed using Tolerance and VIF values, and heteroscedasticity was examined using the Glejser test. Hypothesis testing was conducted at a 5% significance level ($\alpha = 0.05$).

Result Research

The study was conducted among 87 civil servants at BPSDMD Lampung Province, and all 87 questionnaires were returned and valid for analysis, resulting in a 100% response rate. In terms of gender, 52 respondents (59.8%) were male and 35

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(40.2%) were female. The largest age group was 41–50 years, comprising 31 respondents (35.6%), followed by 30–40 years with 28 respondents (32.2%). Most respondents held a bachelor's degree (59.8%), while 17.2% held a diploma and 13.8% held postgraduate degrees. Regarding work tenure, the largest group had worked for 11–20 years (35.6%), followed by 5–10 years (25.3%). These characteristics indicate that the respondents generally had adequate educational qualifications and considerable work experience within the organization.

Descriptive Statistics

The descriptive analysis shows that all research variables were categorized as high. Organizational climate obtained the highest mean score of 3.85, followed by organizational commitment with a mean of 3.79, career development with 3.72, and perceived organizational support with 3.68. These findings indicate that respondents generally perceived the organizational climate, career development, and organizational support positively, while their organizational commitment was also relatively high. The standard deviation values, ranging from 0.742 to 0.789, indicate moderate variation in respondents' perceptions.

Table 3. Descriptive Statistics

Variable	N	Mean	Std. Deviation	Minimum	Maximum	Category
Organizational Climate (X_1)	87	3.85	0.742	2.00	5.00	High
Career Development (X_2)	87	3.72	0.768	2.00	5.00	High
Perceived Organizational Support (X_3)	87	3.68	0.789	1.80	5.00	High
Organizational Commitment (Y)	87	3.79	0.755	2.00	5.00	High

Instrument and Classical Assumption Tests

The validity and reliability tests confirmed that the research instrument was appropriate for further analysis. All questionnaire items had *r*-calculated values exceeding the critical value and were therefore declared valid. The reliability test showed Cronbach's Alpha values of 0.842 for organizational climate, 0.838 for career development, 0.845 for perceived organizational support, and 0.829 for organizational

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commitment, all exceeding the minimum criterion of 0.60. Thus, the instruments demonstrated satisfactory validity and reliability.

Table 4. Reliability Test Results

Variable	Cronbach's Alpha	Decision
Organizational Climate (X_1)	0.842	Reliable
Career Development (X_2)	0.838	Reliable
Perceived Organizational Support (X_3)	0.845	Reliable
Organizational Commitment (Y)	0.829	Reliable

The classical assumption tests also confirmed that the regression model met the required assumptions. The Kolmogorov–Smirnov test produced a significance value of 0.152 > 0.05, indicating normally distributed residuals. The multicollinearity test showed Tolerance values above 0.10 and VIF values below 10 for all independent variables, indicating no multicollinearity. The Glejser test also produced significance values above 0.05 for all independent variables, indicating that the model was free from heteroscedasticity.

Table 5. Classical Assumption Test Results

Test	Variable/Indicator	Result	Decision
Normality	Kolmogorov–Smirnov Sig.	0.152	Normal
Multicollinearity	Organizational Climate: Tolerance / VIF	0.584 / 1.712	No multicollinearity
	Career Development: Tolerance / VIF	0.562 / 1.779	No multicollinearity
	Organizational Support: Tolerance / VIF	0.597 / 1.675	No multicollinearity
Heteroscedasticity	Organizational Climate Sig.	0.284	No heteroscedasticity
	Career Development Sig.	0.317	No heteroscedasticity
	Organizational Support Sig.	0.256	No heteroscedasticity

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Multiple Linear Regression Analysis

The multiple linear regression analysis produced the following equation:

$$Y = 0.487 + 0.312X_1 + 0.284X_2 + 0.298X_3 + e$$

The positive regression coefficients indicate that organizational climate, career development, and perceived organizational support were positively associated with organizational commitment. Specifically, a one-unit increase in organizational climate was associated with a 0.312 increase in organizational commitment, while career development and perceived organizational support were associated with increases of 0.284 and 0.298, respectively, assuming the other variables remained constant.

Table 6. Multiple Linear Regression Results

Variable	B	Beta	t-value	Sig.
Constant	0.487	—	2.265	0.026
Organizational Climate (X_1)	0.312	0.314	3.506	0.001
Career Development (X_2)	0.284	0.289	3.087	0.003
Perceived Organizational Support (X_3)	0.298	0.311	3.506	0.001

Hypothesis Testing

The partial test (t-test) showed that organizational climate significantly affected organizational commitment, with t = 3.506 and Sig. = 0.001. Career development also had a significant effect, with t = 3.087 and Sig. = 0.003. Perceived organizational support significantly affected organizational commitment, with t = 3.506 and Sig. = 0.001. Since all significance values were below 0.05 and the calculated t-values exceeded the critical value of 1.988, H_1, H_2, and H_3 were supported.

Table 7. Partial Hypothesis Testing (t-Test)

Hypothesis	Relationship	t-value	t-table	Sig.	Decision
H_1	Organizational Climate → Organizational Commitment	3.506	1.988	0.001	Supported
H_2	Career Development	3.087	1.988	0.003	Supported

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	→ Organizational Commitment				
H_3	Perceived Organizational Support → Organizational Commitment	3.506	1.988	0.001	Supported

The simultaneous test (F-test) demonstrates that organizational climate, career development, and perceived organizational support jointly had a significant effect on organizational commitment. The regression ANOVA produced an F-value of 48.482 with a significance value of 0.000, which is below the 0.05 threshold. The F-value also exceeded the critical F-value of 2.71. Therefore, H_4 was supported, indicating that the three independent variables simultaneously contributed to organizational commitment among civil servants at BPSDMD Lampung Province.

Table 8. Simultaneous Test (F-Test)

Model	Sum of Squares	df	Mean Square	F-value	Sig.
Regression	40.847	3	13.616	48.482	0.000
Residual	23.310	83	0.281		
Total	64.157	86			

Coefficient of Determination

The coefficient of determination showed an R^2 value of 0.524, meaning that organizational climate, career development, and perceived organizational support jointly explained 52.4% of the variance in organizational commitment. The remaining 47.6% was attributable to other factors not included in the research model, such as job satisfaction, work motivation, leadership style, compensation, organizational culture, and other relevant factors. The adjusted R^2 was 0.507, indicating that the explanatory contribution of the model after adjustment for the number of variables and sample size was 50.7%.

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Table 8. Coefficient of Determination

R	R Square	Adjusted R Square	Std. Error of Estimate
0.724	0.524	0.507	0.530

Overall, the findings indicate that organizational climate, career development, and perceived organizational support each had a positive and statistically significant effect on organizational commitment, both individually and collectively. The F-test confirms that the three variables form a statistically significant regression model, while the R^2 value indicates that they collectively explain 52.4% of organizational commitment among civil servants at BPSDMD Lampung Province. Thus, all four hypotheses proposed in the study were supported by the empirical results

DISCUSSION

The Effect of Organizational Climate on Organizational Commitment

The results show that organizational climate has a positive and significant effect on organizational commitment among civil servants at BPSDMD Lampung Province. This is evidenced by the t-value of 3.506, which is greater than the t-table value of 1.988, with a significance level of 0.001 < 0.05. Therefore, H_1 is supported. The positive regression coefficient of 0.312 indicates that improvements in organizational climate are associated with higher organizational commitment. The descriptive results also show that organizational climate obtained the highest mean score among the independent variables, namely 3.85, categorized as high. This suggests that employees generally perceive the organizational structure, working relationships, leadership support, rewards, and work standards positively. A conducive organizational climate can create a comfortable and supportive work environment, strengthen employees' sense of belonging, and encourage them to remain attached to the organization.

This finding is consistent with the theoretical perspective of Litwin and Stringer (1968), which emphasizes that organizational climate can influence employee attitudes and work behavior through perceptions of the organizational environment. It also supports the literature review in this study, particularly Sunga et al. (2024), who found a positive and significant relationship between organizational climate and employee commitment among civil servants, and Sindia and Mahdi (2025), who identified organizational climate as a relevant factor in explaining organizational commitment among civil servants. Thus, the empirical evidence supports the argument that a more

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conducive organizational climate can strengthen employees' attachment, loyalty, and commitment to BPSDMD Lampung Province.

The Effect of Career Development on Organizational Commitment

The results indicate that career development has a positive and significant effect on organizational commitment among civil servants at BPSDMD Lampung Province. The t-value of 3.087 exceeds the t-table value of 1.988, while the significance value of 0.003 is below 0.05; therefore, H_2 is supported. The regression coefficient of 0.284 indicates a positive relationship between career development and organizational commitment. The descriptive analysis shows that career development obtained a mean score of 3.72, which falls into the high category. This finding suggests that opportunities related to achievement, promotion, training, work experience, and career planning are important aspects perceived by employees in relation to their organizational attachment. When employees perceive that the organization provides opportunities for professional growth and a clear career path, they are more likely to develop a stronger sense of future prospects and reciprocate through greater loyalty and commitment.

The finding is consistent with the literature review, which explains that career development provides employees with opportunities to improve their competencies and achieve career advancement, thereby strengthening their attachment to the organization. Sindia and Mahdi (2025) found that career development was relevant to organizational commitment among civil servants, while Garnita et al. (2025) reported a positive and significant effect of career development on organizational commitment among employees of Radio Republik Indonesia Yogyakarta. Similarly, Khaeruman and Mariam (2025) found that career development strategies positively affected organizational commitment in a state-owned public transportation organization. These findings reinforce the argument that career development is not merely an employee development mechanism but also an organizational strategy for strengthening employees' commitment by demonstrating opportunities for growth and recognition.

The Effect of Perceived Organizational Support on Organizational Commitment

The findings demonstrate that perceived organizational support has a positive and significant effect on organizational commitment among civil servants at BPSDMD Lampung Province. The t-value of 3.506 is greater than the t-table value of 1.988, and the significance value of 0.001 < 0.05, indicating that H_3 is supported. The regression coefficient of 0.298 shows a positive relationship between perceived organizational

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support and organizational commitment. The descriptive results indicate that perceived organizational support obtained a mean score of 3.68, categorized as high. This suggests that respondents generally perceived support from the organization through leadership support, recognition of contributions, attention to employee well-being, work motivation, and adequate work facilities. When employees feel valued and cared for by their organization, they may develop a stronger sense of belonging and emotional attachment, which in turn contributes to organizational commitment.

This result is consistent with Social Exchange Theory, which explains that positive treatment received by employees from the organization can generate reciprocal positive attitudes and behaviors. The finding also supports Eisenberger et al. (1986), who conceptualized perceived organizational support as employees' perceptions that the organization values their contributions and cares about their well-being. In addition, Hngoi et al. (2024) found that perceived organizational support significantly predicted organizational commitment, while Sinaga et al. (2024) demonstrated the relevance of organizational support in explaining organizational commitment in the Indonesian context. Therefore, the empirical evidence indicates that strengthening organizational support can contribute to stronger organizational commitment among civil servants at BPSDMD Lampung Province.

The Simultaneous Effect of Organizational Climate, Career Development, and Perceived Organizational Support on Organizational Commitment

The F-test results demonstrate that organizational climate, career development, and perceived organizational support simultaneously have a significant effect on organizational commitment. The calculated F-value of 48.482 is greater than the F-table value of 2.71, with a significance value of 0.000 < 0.05. Therefore, H_4 is supported. The coefficient of determination (R^2 = 0.524) further shows that the three independent variables jointly explain 52.4% of the variance in organizational commitment, while the remaining 47.6% is explained by other factors outside the research model. These results indicate that organizational commitment is not associated with only one organizational condition but can be understood through the combined contribution of a supportive work climate, career development opportunities, and organizational support.

The simultaneous finding is consistent with the conceptual framework developed in the literature review, which positions organizational climate, career development, and perceived organizational support as complementary organizational conditions. A conducive climate provides a supportive work environment, career development offers

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opportunities for professional growth, and organizational support communicates that employees are valued and cared for. Previous studies also support the relevance of these variables, including Sindia and Mahdi (2025) regarding organizational climate and career development, Sinaga et al. (2024) regarding organizational support and career development, and Hari et al. (2024) regarding organizational climate and perceived organizational support in relation to organizational commitment. Overall, the findings confirm the proposed research model and show that strengthening organizational commitment among civil servants at BPSDMD Lampung Province requires attention to the organizational environment, employees' career development, and the support provided by the organization.

CONCLUSION

Based on the research findings, it can be concluded that organizational climate has a positive and significant contribution to organizational commitment among civil servants at BPSDMD Lampung Province. A conducive organizational climate, reflected in supportive relationships, effective communication, leadership support, appropriate rewards, and a positive work atmosphere, can encourage employees to feel more comfortable, valued, and connected to the organization. Career development also contributes positively and significantly to organizational commitment. Opportunities for career advancement, training, competency development, work experience, and career planning can strengthen employees' sense of being valued and provide greater prospects for their future within the organization. These conditions can encourage employees to develop stronger loyalty and commitment to BPSDMD Lampung Province.

Perceived organizational support contributes positively and significantly to organizational commitment. Organizational attention, recognition, leadership support, motivation, and adequate facilities can create a sense that employees' contributions and well-being are valued by the organization. This condition encourages employees to develop stronger emotional attachment, loyalty, and willingness to remain committed to the organization. Overall, organizational climate, career development, and perceived organizational support jointly contribute to organizational commitment among civil servants at BPSDMD Lampung Province. The findings indicate that strengthening organizational commitment requires an integrated approach that creates a supportive work environment, provides meaningful career development opportunities, and demonstrates consistent organizational concern for employees.

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