

# Integrating Organizational Resources, Work Values, and Meaningful Work To Explain Organizational Commitment: A Systematic Literature Review and Research Agenda

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## ABSTRACT

Organizational commitment remains a central topic in organizational behavior research because of its significant implications for employee retention, organizational effectiveness, and long-term sustainability. Although extensive research has examined organizational commitment from various perspectives, limited attention has been devoted to integrating work values, perceived organizational support, meaningful work, and organizational commitment within a single conceptual framework. This study systematically reviews the existing literature to map research developments, synthesize empirical findings, identify knowledge gaps, and propose directions for future research. Following the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) guidelines, articles were retrieved from the Scopus database. An initial search identified 257 records, which were screened using predefined inclusion and exclusion criteria, resulting in 33 eligible studies for analysis. A thematic content analysis and narrative synthesis were employed to examine publication trends, research contexts, methodological characteristics, and relationships among the four constructs. The review indicates that perceived organizational support has consistently emerged as the most influential organizational antecedent of organizational commitment, whereas work values remain comparatively underexplored and are frequently examined through the perspective of person–organization value fit. Meaningful work has increasingly been recognized as an important psychological mechanism associated with organizational commitment; however, empirical studies integrating all four constructs remain scarce. Furthermore, existing evidence is dominated by studies conducted in education, healthcare, business, and service organizations, with relatively limited attention devoted to policing organizations and multigenerational workforces. These findings highlight important theoretical, methodological, and contextual gaps while providing an evidence-based framework to guide future organizational behavior research.

**Keywords:** Systematic Literature Review; Work Values; Perceived Organizational Support; Meaningful Work; Organizational Commitment

## INTRODUCTION

Organizational commitment has long been recognized as one of the most influential constructs in organizational behavior because of its substantial implications for employee retention, job performance, organizational citizenship behavior, and long-term organizational effectiveness. Employees who demonstrate strong organizational commitment are generally more willing to align their personal goals with organizational objectives, contribute beyond formal job responsibilities, and maintain enduring employment relationships. Conversely, low organizational commitment has consistently been associated with absenteeism, withdrawal behavior, turnover intention, and declining organizational performance (Arasanmi & Krishna, 2019; Kim et al., 2016; Zagenczyk et al., 2020). In contrast, understanding the mechanisms through which organizational commitment develops remains an important research priority for both scholars and organizational practitioners.

These antecedents can generally be categorized into organizational resources and individual psychological resources, both of which interact to shape employees' commitment toward their organizations (Kim et al., 2018; Zhao et al., 2021). At the same time, individual characteristics including work values, motivation, and perceptions of meaningful work have increasingly been recognized as important psychological resources that shape employees' attitudes toward their organizations (Johansen et al., 2026; Kim et al., 2018; Qi & Han, 2025; Zhao et al., 2021). Collectively, these findings suggest that organizational commitment emerges through the interaction between organizational resources and employees' psychological interpretations of their work experiences. Based on the reviewed literature, the existing evidence remains insufficiently explored because these antecedents are commonly examined independently or through limited combinations of variables, resulting in only partial explanations of organizational commitment formation.

Among organizational antecedents, perceived organizational support has consistently emerged as one of the strongest predictors of organizational commitment. Based on Social Exchange Theory, employees who perceive that their organizations value their contributions and care about their well-being are more likely to reciprocate through stronger organizational attachment and loyalty. Numerous studies conducted across healthcare, hospitality, education, manufacturing, and public organizations consistently report positive associations between perceived organizational support and organizational commitment (Arasanmi & Krishna, 2019; Kim et al., 2016; Qi & Han, 2025; Zagenczyk et al., 2020; Zhao et al., 2021). More recent evidence further suggests that supportive organizational environments promote trust, engagement, and positive workplace experiences that ultimately strengthen commitment (Johansen et al., 2026; Ndubueze et al., 2025; Zada et al., 2026). Despite these consistent findings, previous studies have predominantly focused on the direct influence of organizational support while providing relatively limited attention to the psychological processes through which organizational support contributes to organizational commitment. In contrast to organizational factors, work values represent employees' individual beliefs regarding what they consider important and desirable in their working lives. Previous studies have shown that employees whose personal work values align with organizational values generally report greater motivation, job satisfaction, and organizational commitment (Basinska & Dåderman, 2019; Lee & Lee, 2023; Yeh & Huang, 2025). However, the existing literature has primarily conceptualized work values through person–organization value fit or generational comparisons rather than examining work values as multidimensional psychological constructs interacting with organizational resources. Overall, the theoretical contribution of work values within an integrated organizational commitment framework remains insufficiently understood.

Another construct that has attracted increasing scholarly attention is meaningful work. Meaningful work refers to employees' perceptions that their work is personally significant, purposeful, and valuable. Recent empirical evidence suggests that meaningful work strengthens organizational commitment by enhancing employees' intrinsic motivation, engagement, and psychological attachment to their organizations (González-Soberado & Odriozola, 2026; Jung & Yoon, 2016; Kim et al., 2018; Mackel et al., 2025; Tan et al., 2019). Several studies further indicate that meaningful work functions as an important psychological mechanism linking organizational experiences with positive employee outcomes. Nevertheless, empirical investigations examining meaningful work together with work values and perceived organizational support remain relatively scarce, limiting current understanding of how these constructs jointly contribute to organizational commitment.

Although the literature on organizational commitment has expanded considerably during the past decade, most studies continue to investigate perceived organizational support, work values, meaningful work, and organizational commitment as separate research streams. Taken together, the accumulated evidence reveals limited theoretical convergence across organizational contexts, theoretical perspectives, and methodological approaches. This fragmentation makes it difficult to develop a comprehensive understanding of how organizational resources, individual values, and psychological mechanisms collectively influence organizational commitment. A systematic synthesis of existing evidence is therefore necessary to consolidate current knowledge, identify theoretical and methodological gaps, and establish directions for future empirical research. Accordingly, this study conducts a Systematic Literature Review (SLR) of empirical studies published between 2015 and 2026 to synthesize research concerning work values, perceived organizational support, meaningful work, and organizational commitment. Rather than reviewing these constructs independently, this review integrates fragmented empirical evidence into a coherent conceptual framework explaining how organizational

resources, individual work values, and meaningful work collectively shape organizational commitment. This systematic review builds upon the conceptual framework proposed by Fahri et al. (2026), which integrated work values, perceived organizational support, meaningful work, and organizational commitment into a single conceptual model. The present review complements that conceptual work by systematically synthesizing empirical evidence to evaluate the consistency of the proposed relationships, identify remaining theoretical and methodological gaps, and provide an evidence-based foundation for subsequent empirical investigation.

Based on these objectives, this study addresses the following research questions:

**RQ1.** How has research on work values, perceived organizational support, meaningful work, and organizational commitment developed in terms of publication trends, research contexts, and methodological characteristics?

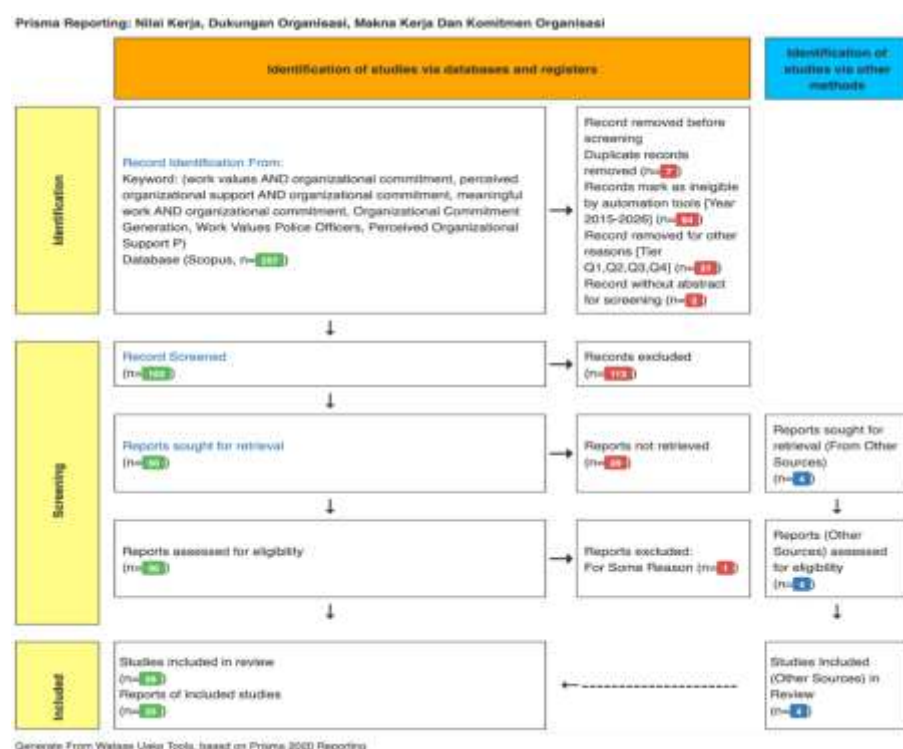
**RQ2.** What patterns emerge from previous empirical studies regarding the relationships among work values, perceived organizational support, meaningful work, and organizational commitment?

**RQ3.** What theoretical, methodological, and contextual research gaps can be identified, and what future research directions should be prioritized?



**Figure 1. Annual Publication Trends of the Reviewed Studies (2015–2026)**

The complete study selection process is illustrated in Figure 2



**Figure 2. PRISMA 2020 Flow Diagram of the Study Selection Process**

## RESEARCH METHODS

This study employed a Systematic Literature Review (SLR) to synthesize empirical evidence concerning work values, perceived organizational support, meaningful work, and organizational commitment. The review aimed to identify research trends, synthesize empirical findings, examine theoretical and methodological developments, and propose future research directions based on the accumulated evidence. The review followed the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA 2020) guidelines (Page et al., 2021) to ensure methodological transparency, consistency, and replicability. The Watase UAE platform was used to facilitate the literature screening process and generate the PRISMA flow diagram.

The literature search was conducted using the Scopus database because it provides comprehensive coverage of high-quality peer-reviewed journals in management, psychology, and organizational behavior. The search was limited to articles published between 2015 and 2026 to capture recent developments in organizational behavior research. Boolean operators (AND/OR) were used to combine the principal constructs examined in this review. The primary search string was:

**("work values" OR "work value") AND ("perceived organizational support" OR POS) AND ("meaningful work") AND ("organizational commitment").**

To improve search coverage while maintaining consistency with the review objectives, supplementary searches incorporated keywords related to multigenerational workforces (e.g., Generation X, Generation Y, Generation Z, Millennials) and policing contexts (e.g., police, policing, law enforcement). Study selection followed the PRISMA 2020 procedure (Page et al., 2021), comprising identification, screening, eligibility assessment, and final inclusion. The initial search identified 257 records. During the identification stage, duplicate records, publications outside the predefined publication period, articles that did not satisfy the journal quality criteria, conference papers, publications without abstracts, and studies unrelated to the review objectives were removed. The remaining articles were subsequently screened based on their titles and abstracts before undergoing full-text eligibility assessment. Articles were retained only if they (1) reported empirical findings, (2) examined at least one relationship among work values, perceived organizational support, meaningful work, and organizational commitment, (3) were published in peer-reviewed journals, and (4) provided sufficient methodological and empirical information for synthesis. Following the screening and eligibility process, 33 empirical studies met all inclusion criteria and were included in the final review. The complete study selection process is presented in Figure 2.

Methodological rigor was maintained through predefined inclusion and exclusion criteria, systematic screening procedures, and structured evidence synthesis. Throughout the review process, each eligible study was evaluated for its relevance to the review objectives, methodological appropriateness, research design, sample characteristics, measurement of the focal constructs, analytical techniques employed, and completeness of the reported findings. This structured evaluation ensured that only studies providing sufficiently rigorous and relevant empirical evidence were retained for synthesis.

The selected studies were analyzed using thematic content analysis and narrative synthesis. Information extracted from each study included publication characteristics, organizational context, respondent characteristics, research design, measurement constructs, analytical techniques, and principal empirical findings. The synthesized evidence was subsequently compared to identify recurring research themes, dominant theoretical perspectives, methodological tendencies, inconsistencies across previous studies, and remaining research gaps. Rather than merely summarizing individual studies, the synthesis sought to develop an integrated understanding of how work values, perceived organizational support, and meaningful work collectively contribute to organizational commitment across diverse organizational settings.

## RESULTS AND DISCUSSION

The thematic content analysis identified four dominant themes representing the major constructs investigated in the reviewed studies, namely work values, perceived organizational support, meaningful work, and organizational commitment.

## Publication Trends

As illustrated in Figure 1, the number of empirical studies examining work values, perceived organizational support, meaningful work, and organizational commitment has increased steadily over the review period, with publication activity accelerating after 2019 and reaching its highest level in 2025.

The literature search identified 257 publications related to work values, perceived organizational support, meaningful work, and organizational commitment. The annual distribution of publications indicates that scholarly interest in these constructs has increased substantially during the last decade. Although research on organizational commitment has existed for several decades, publication growth accelerated after 2019, reflecting increasing academic attention to employees' psychological well-being, organizational support, and workplace sustainability. The largest number of publications was recorded in 2025, demonstrating that organizational commitment continues to be an important topic in organizational behavior research. This increasing publication trend also indicates that organizations are paying greater attention to understanding the factors that encourage employees to remain committed in increasingly dynamic work environments. However, despite the rapid growth in publications, the literature remains dispersed across different theoretical perspectives and organizational contexts, making comprehensive synthesis increasingly necessary.

Rather than focusing exclusively on traditional organizational variables, recent studies increasingly incorporate employees' personal values, perceptions of organizational support, and meaningful work experiences to explain organizational commitment. The continuing increase in publications also reflects the expanding relevance of these constructs across diverse organizational settings and disciplinary fields.

## Characteristics of Included Studies

The final synthesis included 33 empirical studies published between 2015 and 2026. Most studies adopted quantitative research designs using questionnaire-based surveys, with Structural Equation Modeling (SEM) and Partial Least Squares Structural Equation Modeling (PLS-SEM) representing the dominant analytical techniques. Other analytical approaches included regression analysis, hierarchical linear modeling, correlation analysis, PROCESS macro, and meta-analysis. The included studies were conducted across a wide range of organizational settings, including healthcare, education, hospitality, business organizations, manufacturing, government institutions, and police organizations. Sample sizes also varied considerably, ranging from fewer than 200 participants to several hundred respondents, while some studies synthesized evidence from multiple independent investigations through meta-analysis. These findings demonstrate that organizational commitment has been investigated across diverse institutional contexts; however, methodological diversity has not been accompanied by comparable theoretical integration. Most studies continue to examine only one or two antecedents of organizational commitment, limiting the development of a comprehensive explanation of commitment formation.

## Work Values

The synthesis indicates that work values constitute an important individual antecedent of organizational commitment. Employees who perceive greater alignment between their personal work values and organizational values generally report higher motivation, stronger job satisfaction, and greater commitment toward their organizations (Basinska & Dåderman, 2019; Lee & Lee, 2023; Yeh & Huang, 2025). Nevertheless, the literature reveals that work values are commonly operationalized through the concept of person–organization value fit rather than being examined as an independent multidimensional construct (Zhao et al., 2021; Pattnaik et al., 2020). In contrast, empirical evidence concerning intrinsic, extrinsic, social, altruistic, and leisure work values remains relatively limited (Basinska & Dåderman, 2019; Lee & Lee, 2023). This tendency suggests that previous studies have emphasized value congruence more than the psychological characteristics of work values themselves (Pattnaik et al., 2020; Zhao et al., 2021).

From an integrative perspective, this finding indicates that work values should not be viewed merely as an isolated individual characteristic. Instead, work values represent employees' cognitive framework through which organizational experiences are interpreted. Accordingly, work values are likely to influence how employees

perceive organizational support and derive meaning from their work, ultimately shaping their level of organizational commitment (Chen & Liu, 2022; Kim et al., 2018; Zhao et al., 2021). However, relatively few studies have examined these relationships simultaneously, leaving an important theoretical gap regarding the interaction between individual values and organizational resources.

### **Perceived Organizational Support**

Across the included studies, perceived organizational support consistently emerged as one of the most influential organizational antecedents of organizational commitment. Employees who perceive that their organizations value their contributions and care about their well-being tend to demonstrate stronger emotional attachment, greater willingness to contribute beyond formal job responsibilities, and higher intentions to remain with their organizations across healthcare, hospitality, education, manufacturing, and policing contexts (Kim et al., 2016; Arasanmi & Krishna, 2019; Adams & Mastracci, 2019; Quick & Piza, 2021; Qi & Han, 2025; Zagenczyk et al., 2020).

The synthesis further indicates that the influence of perceived organizational support extends beyond direct improvements in organizational commitment. Several studies demonstrate that supportive organizational practices foster trust, psychological safety, work engagement, and positive workplace experiences, which subsequently strengthen employees' commitment toward their organizations (Kim et al., 2018; Saadeh & Suifan, 2020; Purwaningrum et al., 2020). This pattern suggests that organizational support should not merely be understood as an organizational policy but rather as employees' overall perception of reciprocal relationships with their organizations (Shukla & Rai, 2015). Such findings are consistent with the proposition that employees are more likely to reciprocate favorable organizational treatment through positive attitudes and behaviors when they perceive that the organization genuinely values their contributions, thereby strengthening organizational trust and commitment.

Nevertheless, the evidence also reveals an important limitation within the existing literature. Most empirical studies continue to conceptualize perceived organizational support as an independent predictor of organizational commitment, while relatively few studies investigate the psychological mechanisms through which organizational support produces its effects. As a result, the current body of knowledge provides limited understanding of how organizational support interacts with employees' personal characteristics and psychological experiences to strengthen commitment. This theoretical gap indicates the need for future studies to examine perceived organizational support within a broader integrative framework that simultaneously considers individual and psychological antecedents (Johansen et al., 2026; Zada et al., 2026). Similar evidence has also been reported among police officers, where organizational support reduces work-related strain and strengthens employees' positive organizational attitudes (Mu et al., 2025).

### **Meaningful Work**

Meaningful work has emerged as an increasingly important construct in organizational behavior research because it explains how employees interpret the significance and purpose of their work. Current literature consistently demonstrates that employees who perceive their work as meaningful are more likely to experience higher intrinsic motivation, stronger work engagement, greater job satisfaction, and stronger organizational commitment (Jung & Yoon, 2016; Tan et al., 2019; González-Soberado & Odriozola, 2026; Mackel et al., 2025). Rather than functioning solely as an individual psychological state, meaningful work appears to represent employees' cognitive and emotional interpretation of their work experiences, enabling them to connect their daily tasks with broader personal and organizational purposes (Kim et al., 2018; Jung & Yoon, 2016). Similar findings have also been reported in higher education, where meaningful work contributes to stronger organizational commitment across different employee age groups (Anthun & Innstrand, 2015).

A notable finding from the reviewed literature is the increasing recognition of meaningful work as a mediating mechanism between organizational practices and employee outcomes. Several studies indicate that organizational support contributes to employees' perceptions of meaningful work by creating environments characterized by fairness, recognition, autonomy, and developmental opportunities. These positive organizational experiences encourage employees to perceive their work as valuable and purposeful, which

subsequently strengthens organizational commitment. Accordingly, meaningful work functions not merely as another antecedent of commitment but as a psychological process through which organizational resources are translated into favorable employee attitudes (Kim et al., 2018; González-Soberado & Odriozola, 2026).

Despite the growing body of evidence, the literature has yet to be comprehensively examined because meaningful work is frequently examined together with only one organizational antecedent at a time. Comparatively few studies simultaneously investigate the relationships among work values, perceived organizational support, meaningful work, and organizational commitment. Collectively, current empirical findings provide only a partial understanding of how employees' individual values and organizational experiences jointly shape meaningful work and, ultimately, organizational commitment. This limitation highlights the need for more comprehensive theoretical models that integrate organizational, individual, and psychological dimensions within a single explanatory framework (Kim et al., 2018; Zhao et al., 2021).

## **Organizational Commitment**

Organizational commitment remains the central outcome variable across the reviewed literature and serves as the primary indicator of employees' psychological attachment to their organizations (Kim et al., 2016; Chae & Kim, 2022). The evidence synthesized from the 33 empirical studies demonstrates that organizational commitment has been investigated across a wide range of organizational settings, including healthcare, education, hospitality, manufacturing, business organizations, policing, and public institutions. Similar findings have also been documented among police officers, where organizational stress, occupational demands, and organizational support significantly influence organizational commitment (Moon & Jonson, 2012; Anand et al., 2022). Despite these contextual differences, organizational commitment consistently emerges as the principal organizational outcome influenced by organizational practices, individual characteristics, and employees' psychological experiences (Kim et al., 2016; Arasanmi & Krishna, 2019; Chae & Kim, 2022; Dang et al., 2025).

The reviewed literature indicates that organizational commitment is most frequently examined as the consequence of organizational antecedents such as perceived organizational support, organizational climate, leadership, and human resource practices. More recently, researchers have increasingly incorporated individual and psychological constructs, including work values and meaningful work, to explain why employees develop stronger attachment to their organizations. This shift reflects an important theoretical development from viewing organizational commitment solely as a response to organizational practices toward recognizing the combined influence of organizational resources, personal values, and psychological meaning (Kim et al., 2018; Zhao et al., 2021; Yeh & Huang, 2025). Generational differences have likewise emerged as an important consideration, as previous studies demonstrate that organizational commitment develops differently across Generation X, Generation Y, and younger employees depending on organizational experiences and developmental opportunities (Jena, 2016; Na-Nan & Saribut, 2019; Glazer et al., 2019).

However, the synthesis also reveals that most previous studies explain organizational commitment through isolated theoretical perspectives. Organizational factors are often examined separately from individual values, while psychological mechanisms are commonly investigated independently of organizational antecedents. Accordingly, current evidence provides only partial explanations of organizational commitment formation. This fragmentation limits the development of comprehensive theoretical models capable of explaining how organizational resources, work values, and meaningful work interact simultaneously to strengthen employees' organizational commitment across different organizational contexts (Johansen et al., 2026; Zagenczyk et al., 2020).

Accordingly, the present review argues that organizational commitment should be understood not merely as the final organizational outcome but as the product of continuous interactions between organizational support, employees' work values, and their perceptions of meaningful work. This integrative perspective extends previous research by positioning organizational commitment within a broader conceptual framework rather than treating it as the endpoint of isolated organizational or psychological processes.

## Integrated Evidence Synthesis

The synthesis of the 33 reviewed studies demonstrates that organizational commitment cannot be adequately explained by a single antecedent. Instead, the accumulated evidence suggests that organizational commitment develops through the interaction of organizational resources, individual values, and employees' psychological interpretations of their work experiences. Perceived organizational support consistently represents the primary organizational factor that shapes employees' perceptions of organizational care and reciprocity, while work values reflect individual beliefs that influence how organizational experiences are evaluated. Meaningful work subsequently emerges as the psychological mechanism through which these organizational and individual factors are translated into stronger organizational commitment (Kim et al., 2018; Zhao et al., 2021; Yeh & Huang, 2025).

This integrated interpretation extends beyond the findings of individual studies by demonstrating that the four constructs should not be understood as separate research domains. Instead, they represent complementary dimensions of a broader organizational commitment process. However, the review also reveals that previous studies have rarely examined these constructs simultaneously, resulting in fragmented theoretical development and inconsistent empirical explanations. This fragmentation constitutes the principal gap identified in the present review and provides a strong justification for future research to develop and empirically test integrated models that explain organizational commitment through the interaction of organizational resources, individual work values, and meaningful work across different organizational settings (Arasanmi & Krishna, 2019; Kim et al., 2016; Jung & Yoon, 2016; Zhao et al., 2021).

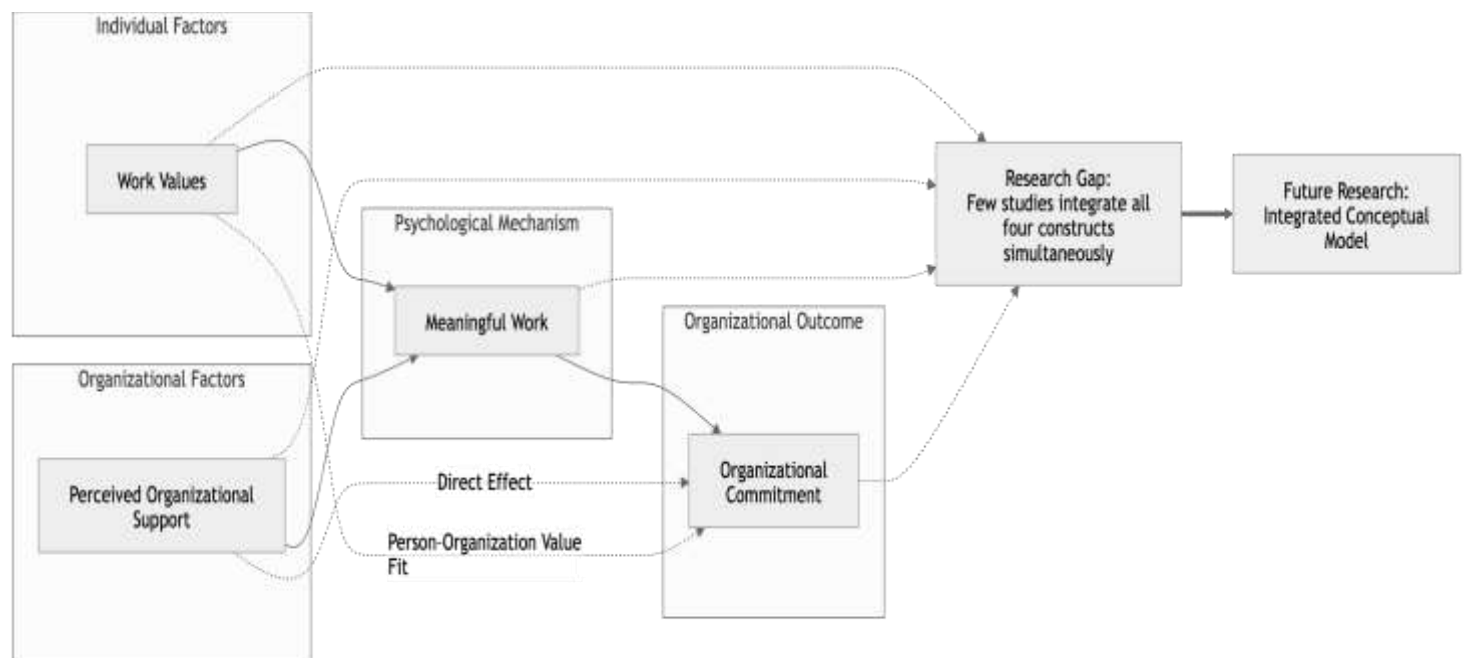
The present synthesis provides empirical support for the integrated conceptual framework proposed by Fahri et al. (2026) by demonstrating that the relationships among perceived organizational support, work values, meaningful work, and organizational commitment have been consistently reported across diverse organizational settings. At the same time, the review extends the framework by identifying important theoretical, methodological, and contextual gaps that remain insufficiently addressed in the existing literature. Therefore, this review not only consolidates fragmented empirical evidence but also offers an evidence-based foundation for refining and validating integrated models of organizational commitment in future research.

**Table 1 Summary of Synthesis of Research Results by Variables**

| Construct                               | Evidence from Previous Studies                                                                                                                                                                 | Identified Research Gap                                                                                                                                            | Future Research Direction                                                                                                                              |
|-----------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Work Values</b>                      | Research predominantly conceptualizes work values through person–organization value fit, demonstrating positive associations with job satisfaction, motivation, and organizational commitment. | Limited empirical evidence examines work values as an independent multidimensional construct (e.g., intrinsic, extrinsic, social, altruistic, and leisure values). | Develop multidimensional models of work values and examine their direct and indirect relationships with meaningful work and organizational commitment. |
| <b>Perceived Organizational Support</b> | Perceived organizational support consistently predicts stronger organizational commitment across diverse organizational contexts and employee groups.                                          | Existing studies mainly examine direct effects, with limited attention to psychological mechanisms and interactions with individual characteristics.               | Investigate mediating and moderating mechanisms, particularly the roles of meaningful work, work values, and generational differences.                 |
| <b>Meaningful Work</b>                  | Meaningful work is positively associated with work engagement, job satisfaction, and organizational commitment, and increasingly functions as a psychological mechanism linking organizational | Few studies simultaneously examine meaningful work together with work values and perceived organizational support within an integrated framework.                  | Examine meaningful work as a mediating construct connecting organizational resources and individual values to organizational commitment.               |

|                                  |                                                                                                                                                                                 |                                                                                                                               |                                                                                                                                                 |
|----------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|
|                                  | practices with employee outcomes.                                                                                                                                               |                                                                                                                               |                                                                                                                                                 |
| <b>Organizational Commitment</b> | Organizational commitment remains the dominant outcome variable in organizational behavior research and is consistently influenced by organizational and psychological factors. | Existing models explain organizational commitment through isolated antecedents rather than integrated theoretical frameworks. | Develop comprehensive conceptual models incorporating organizational resources, individual values, and psychological mechanisms simultaneously. |
| <b>Organizational Context</b>    | Most empirical evidence originates from healthcare, education, hospitality, business, and manufacturing organizations.                                                          | Limited evidence is available from policing organizations and other public-sector institutions.                               | Extend empirical investigations to policing organizations, government agencies, and other underrepresented organizational contexts.             |
| <b>Research Methodology</b>      | Quantitative survey designs employing SEM and PLS-SEM dominate the literature.                                                                                                  | Limited use of longitudinal, mixed-method, and cross-cultural comparative research designs.                                   | Employ longitudinal, mixed-method, and multigroup research designs to strengthen causal explanations and improve generalizability.              |

As illustrated in Figure 3, organizational commitment is shaped by the interaction among perceived organizational support, work values, and meaningful work.



**Figure 3. Evidence-Based Integrative Framework of Organizational Commitment Derived from the Reviewed Literature**

## CONCLUSION

This systematic literature review synthesized evidence from 33 empirical studies examining the relationships among work values, perceived organizational support, meaningful work, and organizational commitment. The

findings demonstrate that research on these constructs has expanded considerably during the past decade, reflecting growing scholarly interest in understanding the factors that strengthen organizational commitment across diverse organizational settings. Despite this development, the reviewed literature remains dispersed because most empirical studies have investigated these variables independently or through limited combinations rather than within an integrated conceptual framework.

The synthesis further indicates that perceived organizational support represents the most consistently investigated organizational antecedent of organizational commitment, whereas work values remain comparatively underexplored and are predominantly examined through the perspective of person–organization value fit. In addition, meaningful work has increasingly been recognized as an important psychological construct associated with organizational commitment; however, it is still rarely conceptualized as the mechanism linking organizational resources and employees' individual values. Collectively, current empirical evidence explains only part of the organizational commitment formation process and has not yet provided a comprehensive understanding of how organizational, individual, and psychological factors interact simultaneously.

The principal contribution of this review lies in its integration of fragmented empirical evidence into a coherent evidence-based framework that positions organizational commitment as the outcome of interactions among organizational resources, individual work values, and meaningful work. Beyond identifying publication trends and methodological characteristics, this review highlights important theoretical, contextual, and methodological gaps that should guide future organizational behavior research. Accordingly, the findings provide a conceptual foundation for developing more comprehensive organizational commitment models applicable across different organizational contexts and increasingly diverse workforces.

## Research Agenda

Rather than repeating recommendations from previous studies, the present review identifies five priority directions for future organizational behavior research. First, future studies should continue developing and empirically validating integrated conceptual models integrating work values, perceived organizational support, meaningful work, and organizational commitment. Building upon the conceptual framework proposed by Fahri et al. (2026), future research should examine these relationships across different organizational contexts, occupational groups, and generational cohorts using more comprehensive empirical designs.

Second, greater empirical attention should be devoted to work values as an independent multidimensional construct. The reviewed literature indicates that work values are frequently represented through person–organization value fit, leaving limited evidence regarding how different dimensions of work values contribute to meaningful work and organizational commitment. Expanding research on this construct would enrich understanding of individual differences in organizational behavior.

Third, future research should investigate meaningful work as a mediating psychological mechanism rather than solely as an independent predictor of organizational commitment. Examining its mediating role would provide a more complete explanation of how organizational support and employees' work values influence organizational commitment through psychological processes.

Fourth, future studies should expand the organizational contexts in which these relationships are examined. Most existing evidence originates from healthcare, education, hospitality, business, manufacturing, and government organizations, whereas empirical research in policing organizations and other public-sector institutions remains comparatively limited. Extending research to these contexts would strengthen the external validity and contextual generalizability of organizational commitment theories.

Finally, future research should pay greater attention to multigenerational workforces by employing multigroup analyses or longitudinal research designs. As organizations increasingly comprise employees from multiple generations, understanding how work values, perceived organizational support, meaningful work, and organizational commitment interact across generational cohorts will provide more comprehensive theoretical and practical insights into contemporary organizational behavior. This recommendation is particularly relevant because previous studies have demonstrated meaningful generational differences in employee development and

organizational commitment, although evidence lacks theoretical integration across organizational contexts (Glazer et al., 2019; The Next Generation, 2019).

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