The Influence of Job Characteristics and Coworker Support on Organizational Commitment in Startup Employees with Work Meaningfulness as an Intervening Variable

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Abstract — *This study aims to analyze the influence of job characteristics and coworker support on organizational commitment in startup employees with work meaningfulness as an intervening variable. The research method utilizes a quantitative approach, and data is collected through an electronic survey. Purposive sampling technique is utilized for participant selection, with a total of 200 respondents involved in the study. The data analysis is conducted using Structural Equation Modeling (SEM) with the support of smartPLS 3.0 software. The research findings indicate that 1) Job characteristics have a direct positive and significant influence on organizational commitment, 2) Coworker support has a direct positive and significant influence on organizational commitment, 3) Job characteristics have a direct positive and significant influence on work meaningfulness, 4) Coworker support has a direct positive and significant influence on work meaningfulness, 5) Work meaningfulness has a direct positive and significant influence on organizational commitment, 6) Work meaningfulness has a significant indirect positive effect in mediating the relationship between job characteristics and organizational commitment, 7) Work meaningfulness has a significant indirect positive effect in mediating the relationship between coworker support and organizational commitment.*

Keywords — *Job Characteristics, Coworker Support, Work Meaningfulness, Organizational Commitment*

I. INTRODUCTION

Organizational commitment is crucial for the sustainability of an organization as it is related to individual performance and the desire to stay or leave the organization. An organization must be able to foster individual organizational commitment if it wants to continue to thrive. Organizational commitment can be understood as a strong desire to be a member of a particular organization, a willingness to work hard in line with the organization's goals, and an acceptance of the specific values and objectives of the organization. In other words, it signifies those organizational members express care for the success and continuity of the organization (Luthans, 2018).

Many companies in Indonesia have been seeking ways to strengthen the organizational commitment of their employees, including in the digital industry sector. Indonesia has witnessed a surge in startup companies in recent years, indicating a promising future for its digital economy. These startups, founded by entrepreneurs driven to create products or services in line with demand, strive to become highly needed by their customers. Startups in Indonesia span various industries such as e-commerce, fintech, gaming, online transportation, travel and accommodations, education, healthcare, insurance, agriculture, and software-as-a-service (SaaS) (Himma, 2022).

The e-Conomy SEA Indonesia report, published by Google, Temasek, and Bain Company in 2022, emphasizes that e-commerce in Indonesia is the most accessed online startup sector in urban areas, reaching up to 89%. It is followed by online transportation startups at 80% and food delivery services at 79%. This has a

positive impact on Indonesia's digital economy, with the gross merchandise value (GMV) experiencing a significant growth of 22% compared to the previous year. In 2022, Indonesia's digital economy reached a value of 77 billion USD, and it is projected to continue growing and reach 130 billion USD by 2025, with e-commerce as the main driving force. However, the Indonesian E-commerce Association (idEA) stated in their report that the turnover rate of employees in the digital industry is very high. Employees in the e-commerce field often switch jobs frequently (Rahayu, 2018). This statement is supported by Radhinda (2020), who mentioned that e-commerce startup companies have a high employee turnover rate. Based on this phenomenon, the researcher is interested in focusing the study on e-commerce startups.

The two largest e-commerce companies in Indonesia are Shopee and Tokopedia. According to data released by App Annie in 2022, Shopee was recognized as the leading online shopping platform in Indonesia with the highest number of downloads across the Google Play and Apple Store platforms. This is further supported by SimilarWeb data, which shows that Shopee has attracted the highest number of visitors to its marketplace. In Q4 of 2022, Shopee welcomed an average of 181 million visitors to its site every month, while Tokopedia followed in second position with an average of 135 million visitors per month, trailing Shopee by 46 million. Ipsos, a research firm, has also launched a competitive roadmap for the e-commerce industry, further strengthening Shopee's position as the frontrunner (Suteja, 2023).

While it can be said that Shopee and Tokopedia are leading e-commerce companies in Indonesia based on several indicators, both companies are not exempt from challenges related to human resources. According to the data cited from (LinkedIn, 2023a, 2023b), it is stated that a significant increase in the number of resignations among divisions in Tokopedia has been observed until March this year. Meanwhile, Shopee recorded an average resignation rate of 11.70% in 2022. This indicates that both e-commerce companies have employees with low organizational commitment, as one of the characteristics of individuals with organizational commitment is their loyalty to stay with the organization.

Numerous studies have identified factors that influence employee commitment, and job characteristics have been proven to be a significant factor affecting employee behavior and attitudes (Sadler-Smith et al., 2003). Previous research has also explained that favorable job characteristics provide a motivational foundation for employees, ultimately enhancing organizational commitment (Islam et al., 2018). Furthermore, Simonet & Castille (2020) propose that job characteristics have a stronger relationship with job meaningfulness compared to personal factors. This aligns with Humphrey et al.'s (2007) viewpoint that job meaningfulness serves as a crucial element that bridges job characteristics and organizational commitment.

Another factor that influences organizational commitment is coworker support. Coworkers are individuals who work in the same organization and regularly interact with each other during daily tasks (Ahmad et al., 2016). Coworkers can be a beneficial source or a challenge for fellow employees. In the United States, most organizations (around 82 percent) structure their work into teams, meaning a significant majority of employees spend a substantial amount of their time interacting with coworkers. With an emphasis on teamwork and increased reliance on teams, the quality of lateral interactions among coworkers plays a key role in employee behavior (Singh et al., 2019).

In the context of organizational life, work also becomes meaningful when seen as a meaningful accomplishment towards broader goals and provides opportunities for self-realization (Martela & Pessi, 2018; Pratt & Ashforth, 2003). The experienced meaning at work has played a role as a protective resource that can alleviate burdens or unfavorable conditions (Lips-Wiersma & Wright, 2012; May et al., 2004). Moreover, work meaningfulness is considered a crucial mediator in connecting job characteristics with work outcomes. The work outcomes referred to include commitment, engagement, organizational citizenship behavior, life satisfaction, turnover intention, fatigue, and stress (Humphrey et al., 2007; Johns et al., 1992). Similar findings were also revealed by Al-Jabari & Ghazzawi (2019), stating that the level of employee commitment will be higher when their work has meaning and entails more responsibilities and autonomy within the work context.

The concept of work meaning reflects the significance of personal social activities in an individual's life. To broaden the understanding of work meaning, it is important to consider socio-cultural, organizational, job-related, and individual psychological factors, especially well-being. In the context of human resource management, there are still current challenges and a considerable body of theory and previous research related

to job characteristics, coworker support, work meaning, and their relationship with organizational commitment (Lysova et al., 2019).

Referring to the previously described research gap, the novelty of this study lies in the researcher's examination of the indirect effect of work meaning as a mediator in the relationship between job characteristics and coworker support on organizational commitment among employees of the largest e-commerce companies in Indonesia, namely Shopee and Tokopedia.

II. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

A. *Organizational Commitment*

Meyer & Allen (1991) defined organizational commitment as the psychological state that is related to an individual's feelings of attachment to and involvement with the organization, and their desire to continue and be a part of it. This definition indicates that organizational commitment is crucial for the sustainability of an organization in achieving its goals. Mowday et al. (2013) stated that organizational commitment is a strong belief and acceptance of the organization's goals and values, willingness to exert considerable effort on behalf of the organization, and a strong desire to maintain membership in the organization. Individuals who demonstrate strong commitment to their organization generally exhibit high levels of productivity (Novitasari, 2020).

According to Colquitt et al. (2023), organizational commitment is an individual's willingness to continue working and maintain membership in the organization. This aligns with George & Jones (2012), who define organizational commitment as the feelings and beliefs about how one works within the organization, the willingness to be a member of the organization through good and bad times. Meanwhile, Moorhead & Griffin (2013) stated that organizational commitment reflects an individual's identification and bond with the organization. Newstrom (2014) states that organizational commitment is the level or degree of an employee's identification with the organization and their desire to continue active participation in the organization. From the perspective of achieving organizational goals, Robbins & Judge (2017) define organizational commitment as a stage where employees recognize a particular group with its goals and desire to maintain their status as members of that group.

Furthermore, Luthans (2018) defines organizational commitment as a strong desire to be a member of a specific organization, a willingness to work hard in accordance with the organization's desires, belief in and acceptance of the organization's specific values and goals. In other words, it shows that organizational members express concern for the success and progress of the organization. Kreitner & Kinicki (2014) state that organizational commitment is an attitude that reflects the extent to which an individual identifies with the organization and is committed to its goals.

Based on the opinions of several previous experts, organizational commitment can be summarized as the feelings, attitudes, and behaviors of individuals where they have a strong desire to identify themselves as members of the organization and are willing to prioritize the organization over personal interests and contribute to achieving organizational goals.

B. *Job Characteristics*

The job characteristics model was first introduced by Hackman & Oldham (1975), which consists of five core characteristics. Essentially, these five characteristics can create three important psychological conditions: meaningfulness of work, responsibility for outcomes, and knowledge of results. The five characteristics are task variety, task identity, task significance, autonomy, and feedback.

Ivancevich & Donnely (1980) define job characteristics as the perceived job content by employees as job holders. Similarly, Gibson et al. (2000) state that job characteristics refer to the job content, which represents the general nature of the job perceived by employees as job holders. Job content is important in distinguishing the objective nature of a job from the subjective nature of a person's perception, whether they feel fit or not with the job content they perform.

Griffin (2016) states that job characteristics refer to job specialization, considering the work system and work preferences. Furthermore, Mathis & Jackson (2016) argue that job characteristics are the basic conditions and essential elements inherent in every job.

Meanwhile, Robbins & Judge (2017) state that job characteristics can be understood as the internal aspects of a job that refer to the content and conditions of the job. Schermerhorn Jr & Bachrach (2023) suggest that job characteristics are task attributes that have specific importance.

Based on the opinions of several previous experts, job characteristics can be summarized as the internal aspects of a job that refer to the content, attributes, or essential elements inherent in every job perceived by employees as job holders.

C. *Coworker Support*
According to Rousseau & Aubé (2010), coworker support refers to the level of assistance provided by coworkers. Similarly, Sharma & Yadav (2021) define coworker support as the extent to which coworkers help, can be relied upon when needed, and are open to discussing work-related issues. Furthermore, Kmieciak (2022) interprets perceived coworker support as an individual's belief in the extent to which coworkers provide emotional and instrumental assistance.

Coworker support is defined as a state in which employees trust that their coworkers are willing to provide them with work-related assistance to support their performance. Another definition explains coworker support as the willingness to help each other in their tasks (e.g., cooperation, support, respect, etc.) (Nordat et al., 2019).

In line with the opinions of Haider et al. (2018) and T. Yang et al. (2019), perceived coworker support can be understood as the extent to which individuals believe that their coworkers are willing to provide them with work-related assistance to support task performance, share resources or knowledge, and offer necessary advice for those facing work-related problems.

Perceptions of coworker support consist of the extent to which employees perceive the provision of desired resources by their coworkers, including task guidance, coworker mentoring, and friendliness or positive influence. This definition indicates that perceptions of coworker support occur when an individual in the organization feels that assistance, guidance, friendliness, and positive resources are always available from coworkers within the organization. Perceptions of coworker support are considered to occur when individuals feel that coworkers are supportive, encouraging, and caring about the well-being of fellow employees. Coworker support plays an important role in individuals' decisions to retain their jobs and continue working in the same organization, sometimes for years, as coworker support contributes to the satisfaction of individuals' social and emotional needs (Singh et al., 2019).

Based on the opinions of several previous experts, coworker support can be summarized as the extent to which an individual believes that their coworkers are willing to help, can be relied upon when needed, share knowledge resources, provide advice, and are open to discussing work-related issues.

D. *Work Meaningfulness*
Steger et al. (2012) proposed that work meaningfulness is a subjective experience consisting of positive perceptions of one's work and a sense that the work can facilitate personal growth and provide greater benefits to others. Work meaningfulness can also be understood as a subjective experience of how individuals perceive their work as existentially significant and valuable (Both-Nwabuwe et al., 2017). Similarly, Tommasi et al. (2020) state that work meaningfulness is a positive subjective feeling about the existential importance that can change over time depending on intrapersonal and environmental factors. This statement is also supported by Martela & Pessi (2018), who consider work meaningfulness as something subjective, an experience, feeling, or judgment of the work itself. Recent meta-analyses examining the outcomes of meaningful work have concluded that, in general, individuals with meaningful work feel better and perform their work better (Allan et al., 2019).

Kim et al. (2018) state that work can enhance the meaning of life. Therefore, understanding the primary sources that make work meaningful is essential not only for organizational benefits but also from the perspectives of motivation, commitment, and employee well-being (Bailey, Lips-Wiersma, et al., 2019). Work meaningfulness can be broadly defined as how individuals perceive their work as having purpose and

significance. Work meaningfulness is a concept of meaning as a basic psychological need that enhances individuals' self-esteem. Organizations need to have the ability to promote meaningful work by implementing various work practices that create a meaningful workplace for their employees (Albrecht et al., 2021). Organizations should be able to provide stimuli to create perceptions in employees that their work is meaningful and aligned with their life goals and aspirations (Aguinis, 2017). Organizations that effectively communicate the meaning of work to their employees can benefit from increased employee commitment, productivity (Kim et al., 2018), and reduced likelihood of employees leaving their jobs (Van Wingerden & Van Der Stoep, 2018).

Based on the opinions of previous experts, it can be concluded that work meaningfulness is a subjective feeling about work that has positive value, and how individuals perceive, interpret, and understand their work will influence their motivation, commitment, and well-being towards the organization.

E. *Hypothesis Development*
1. *Job characteristics and organizational commitment*
The theory of job characteristics offers a framework for enhancing job quality within an organizational setting. This theory acknowledges that each employee responds differently to the same job and identifies five key job characteristics that influence psychological outcomes. The main goal of this theory is to determine whether these characteristics impact employee motivation and job commitment (Saud, 2020).

Several studies have shown that job characteristics play a crucial role in determining work attitudes, job satisfaction, and organizational commitment. However, on the other hand, job characteristics can also act as stressors for employees, which can have a negative impact on their organizational commitment and job adjustment. If an employee experiences stress due to job characteristics, it can lead to negative emotional states, reduced commitment to the organization, and work-related behaviors that ultimately affect their adaptability in the workplace (Kang & Liu, 2018).

Van Ruysseveldt et al. (2022) state that job characteristics can also serve as important precursors to withdrawal behavior as they can influence employees' attitudes toward their job and organization. In the literature on retention and withdrawal behavior, research has shown that employee attitudes, such as organizational commitment, can mediate the relationship between withdrawal behavior and job conditions.

From the description and results of the research that has been done before then the hypothesis that will be presented in this study is as follows:
H1: There is a positive direct effect of job characteristics on organizational commitment.

2. *Coworker Support and organizational commitment*
According to Organizational Support Theory, high organizational support can fulfill the needs for approval, recognition, emotional support, affiliation, etc., resulting in employees' identification with their organization. One form of organizational support is support from coworkers. Employees who feel identified with their organization tend to adopt values aligned with the organization, which then promotes the development of organizational commitment (Kurtessis et al., 2017).

Aligned with the findings of Matijaš et al. (2018), it is shown that coworker support can alleviate work stress due to a sense of belongingness. In general, social support literature has highlighted the influence of coworker support in reducing stress. Furthermore, work support can make employees feel valued, more satisfied with their work, and reduce their intention to leave the organization. Based on these findings, it can be concluded that there is a positive relationship between coworker support and organizational commitment.

From the description and results of the research that has been done before then the hypothesis that will be presented in this study is as follows:
H2: There is a positive direct effect of coworker support on organizational commitment.

3. Job characteristics and work meaningfulness

Meaningful work for employees can be developed from job characteristics (such as jobs that require different skills and knowledge, opportunities to contribute more, autonomy, and significant impact on oneself and the organization). This explanation aligns with the job characteristics model developed by Hackman & Oldham (1976).

Bailey et al. (2019) state that the most referenced and utilized psychological theory or model is the job characteristics theory or model developed by Hackman and Oldham, which places work meaningfulness as one of the psychological conditions that emerge from job design features, particularly task significance.

Simonet & Castille (2020) concluded in their study that meaningful work can provide personal satisfaction, act as a protective factor against daily stress and difficulties and serve as a key mediator linking job characteristics to important organizational outcomes. Furthermore, the research also indicates that job characteristics have a stronger influence on work meaningfulness compared to personal factors.

From the description and results of the research that has been done before then the hypothesis that will be presented in this study is as follows:
H3: There is a positive direct effect of job characteristics on work meaningfulness.

4. Coworker support and work meaningfulness

Ahmed et al. (2022) stated that when employees receive adequate support from their supervisors or coworkers, their jobs are likely to feel more meaningful. There is a theory that suggests certain job aspects can foster work meaningfulness, which can be traced back to the Hackman and Oldham theory developed in the 1980s. Empirical evidence also indicates that coworker support specifically can influence the development of work meaningfulness.

On the other hand, according to the Conservation of Resources (COR) theory, such support is identified as a resource that enables individuals to perform better, handle problems, and cope with stress. Employees who could receive assistance through positive treatment from the organization are more likely to have better performance in the workplace. Those who have social friendships are said to have stronger instrumental support within their work context, making their work more meaningful (Dechawatanapaisal, 2020).

From the description and results of the research that has been done before then the hypothesis that will be presented in this study is as follows:
H4: There is a positive direct effect of coworker support on work meaningfulness.

5. Work meaningfulness and organizational commitment

Jobs that have significant meaning for employees can also make them feel more committed to their organization or career. Although the Job Characteristics theory does not explicitly mention commitment, some studies suggest a connection between work meaningfulness and commitment. Meaningful work can help employees see the organization to achieve goals that align with their values, thus building commitment to the organization. Additionally, positive experiences gained from meaningful work can strengthen employees' emotional bonds with the organization and their career. Therefore, meaningful work consistently relates to engagement, commitment, and job satisfaction, not because they have the same meaning, but because meaningful work consistently produces these outcomes (Allan et al., 2019).

According to Geldenhuys et al. (2014), when individuals have a greater sense of work meaning, it can enhance organizational commitment in the workplace. Meanwhile, the literature on meaningful work provides theoretical foundations for the relationship between meaningful work and affective organizational commitment. Specifically, the Hackman & Oldham Job Characteristics Model suggests that meaningful work (i.e., perceived value and importance of one's work), which allows individuals to experience a sense of competence, growth, learning, and ownership over their work, is one of the

important psychological conditions predicting positive work outcomes, such as affective commitment (Jiang & Johnson, 2018).

From the description and results of the research that has been done before then the hypothesis that will be presented in this study is as follows:
H5: There is a positive direct effect of work meaningfulness on organizational commitment.

6. *Job characteristics, work meaningfulness and organizational commitment*

In many cases, meaningful work is often considered as a factor that influences or mediates in a broader model of attitudes and outcomes in the workplace. Therefore, the framework used derives from theories commonly used in the field of positive psychology related to this matter. This viewpoint is supported by Hackman and Oldham, as well as Johns and their colleagues, who found that the relationship between job characteristics and positive outcomes at both the organizational and individual levels is mediated by the perceived meaningfulness of work (Bailey et al., 2019).

On the other hand, the Conservation of Resources (COR) theory adopted from Hobfoll et al. (2018) is another paradigm to explain the factors that can create internal motivation known as organizational commitment. According to this hypothesis, every human recognizes the importance and value of energy resources. An employee will strive to find, manage, and protect these valuable resources because they are significant and useful. Consistent with the concept of COR theory, challenging job characteristics provide psychological resources for employees (such as work meaningfulness) that contribute to fulfilling their psychological needs, which in turn impact organizational commitment (Hobfoll et al., 2018; Kmieciak, 2022).

From the description and results of the research that has been done before then the hypothesis that will be presented in this study is as follows:
H6: There is a positive indirect effect of work meaningfulness in mediating job characteristics on organizational commitment.

7. *Coworker support, work meaningfulness and organizational commitment*

Support from coworkers is considered as something that can help individuals create work meaningfulness. The relationships built among coworkers can serve as a platform for sharing experiences and providing mutual encouragement. This is because coworker support can be a force in creating a pleasant work environment (Ahmed et al., 2019). The support provided is not only guidance but also feedback exchanged among coworkers and with supervisors. This can empower employees and enable them to complete their work in a meaningful way (Monje Amor et al., 2020).

According to a study by Brookings in 2022, relationships among coworkers are one of the most important factors in determining the level of workplace meaningfulness. Employees who perceive strong relationships with coworkers tend to feel that their work has greater significance, and as a result, they work more diligently (Morgan, 2022). These findings align with the views of Jung & Yoon (2016), who state that work meaningfulness can have a positive impact on employees' organizational commitment.

Indeed, with good support from coworkers, employees become more connected to the work they perceive as meaningful, thereby fostering strong commitment to the organization. This is consistent with the research conducted by Humphrey et al. (2007), which explains that work meaningfulness is a mediating variable in the relationship between coworker support and job commitment.

From the description and results of the research that has been done before then the hypothesis that will be presented in this study is as follows:
H7: There is a positive indirect effect of work meaningfulness in mediating coworker support on organizational commitment.

To substantiate the hypothesis and examine the data collected in this study, a conceptual framework was developed, as depicted in Figure 1.
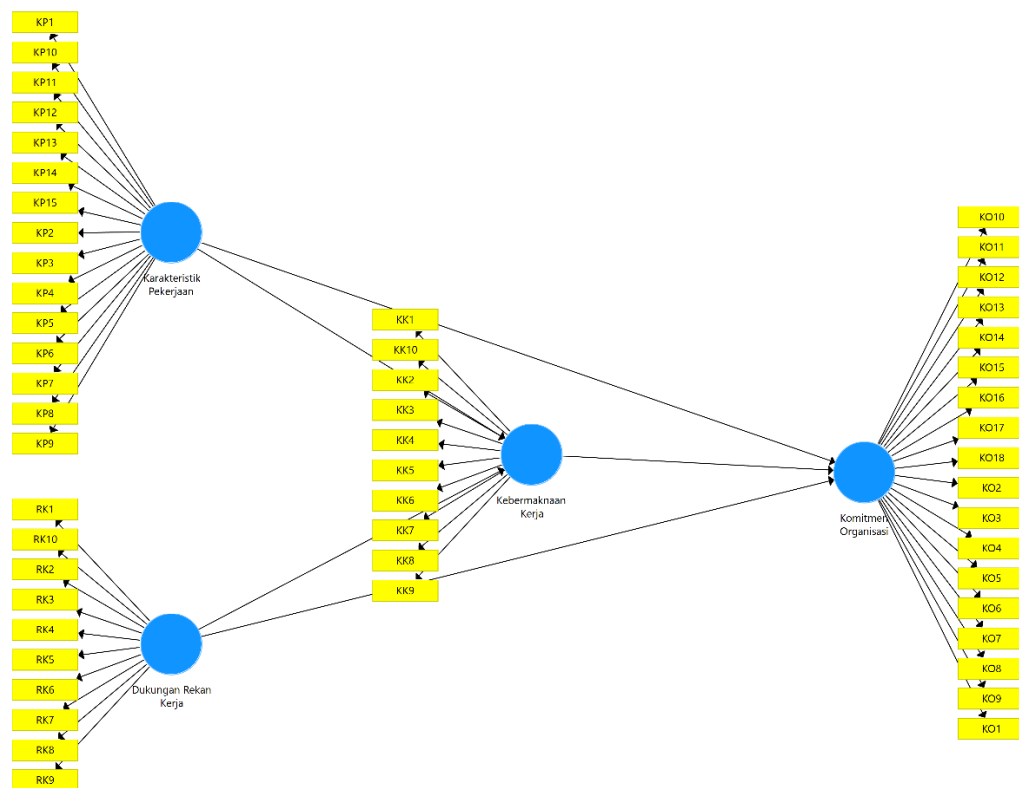
Fig. 1 PLS-SEM Research Model

III. METHOD

A. *Research Design*

According to Sekaran & Bougie (2016), research design involves planning for data collection, measurement, and analysis based on research questions. In this study, a quantitative approach relying on statistical data analysis was used. The quantitative approach typically involves linear data analysis, which can be seen in the stages including problem formulation, theory presentation, hypothesis development, data collection, data analysis, conclusion, and recommendations. Additionally, relevant literature review is necessary to obtain a comprehensive understanding of the research topic (Johnson & Christensen, 2017).

In this study, data will be obtained using the survey method. This method will employ a descriptive and explanatory research approach, making use of a descriptive survey. The choice of this technique is based on the researcher's need to collect data directly from the field by distributing research questionnaires. The descriptive approach is also used in this study to analyze the research variables in a way that is easily understood through statistics and narrative explanations.

Furthermore, this research utilizes a causal modeling or path analysis to depict the relationships and influences among the studied variables. The selection of this model is based on the presence of mediating factors that affect the relationship between independent and dependent variables. The variables in question are job characteristics (X1), coworker support (X2), work meaningfulness (Z), and organizational commitment (Y).

B. *Population and Sampling Techniques*

Sekaran & Bougie (2016) state that a population is a group of people, events, or things that share certain characteristics that make a researcher want to study them in-depth. The population in this research consists of all employees of e-commerce startup companies, namely Shopee and Tokopedia employees. The total population in this study is 14,757, consisting of 6,781 Shopee employees and 7,976 Tokopedia employees (iPrice, 2022).

A sample is a subset of the population. In other words, some sample members are selected from the population (Sekaran & Bougie, 2016). A good sample is one that can generate data that meet objective, representative, low variability, timely, and relevant criteria. To obtain a good sample, appropriate sampling techniques are required so that the sample taken can provide statistics that can be used as estimates for population parameters (Sugiarto, 2015).

In this study, the researcher uses a nonprobability sampling technique, namely purposive sampling. Purposive sampling is a sampling strategy used when the researcher already has a target subject that aligns with the characteristics of the study. Purposive sampling is used because it is assumed that the sample will meet the criteria relevant to the planned research (Turner, 2020).

Hair et al. (2010) suggests that for effective interpretation and estimation using Structural Equation Model (SEM), it is recommended to have a sample size ranging from 100 to 200 respondents. To ensure sample alignment, the researcher specifically selected a sample of 200 employees from Tokopedia and Shopee for this study.

C. *Data Collection Techniques*
The data collection technique is carried out with the aim of obtaining both primary and secondary data to be used for data analysis purposes. Primary data refers to information collected directly by a researcher regarding the variables that are the focus of a particular study. This data is obtained and collected directly during the research process, while secondary data sources are defined as data that comes from existing sources as collected information. This data is usually gathered from libraries or previous research reports (Sekaran & Bougie, 2016). In this study, the researcher used primary data for all variables. The technique employed by the researcher to collect primary data was through questionnaires.

D. *Data Analysis Techniques*
Once the data collection process is completed, the next step is to analyze the data with the aim of answering the research questions posed in the study (Sekaran & Bougie, 2016). The data analysis stage is a crucial step to be conducted, as it involves drawing conclusions from the analyzed data and creating a verified report. In this study, the data will be analyzed using the Structural Equation Modeling (SEM) method with the assistance of SmartPLS 3.0 software.

IV. RESULT

A. *Direct Influence Analysis: Path Coefficient*
In this study, a significance level of 5% was used, which corresponds to a critical value of 1.96 in the t-table. Based on the study's hypotheses, the researcher examined the direct and indirect effects. The direct effect was measured by analyzing the path coefficient, while the influence of intervening variables was assessed through the indirect effect.

Table 1

Path Coefficient

| Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-Statistics (|O/STDEV|)	P Values
Coworker support → Work meaningfulness	0,535	0,538	0,081	6,575	0,000
Coworker support → Organizational commitment	0,285	0,275	0,087	3,270	0,001
Job characteristics → Work meaningfulness	0,435	0,433	0,083	5,219	0,000
Job characteristics → Organizational Commitment	0,255	0,271	0,112	2,276	0,023
Work meaningfulness → Organizational Commitment	0,368	0,363	0,122	3,026	0,003
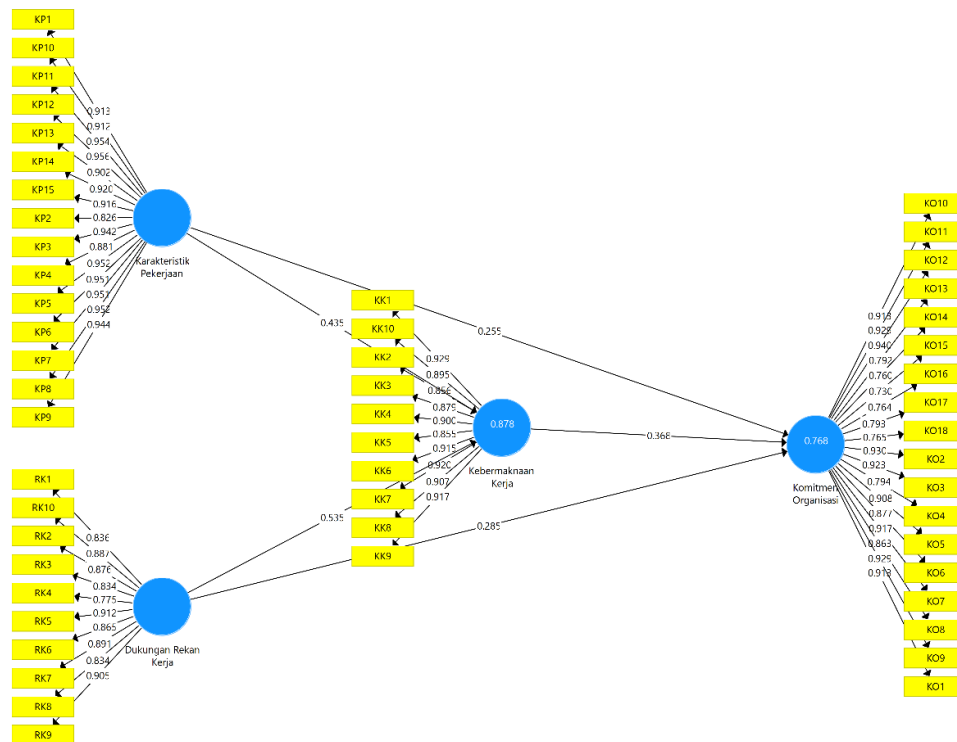
Fig. 2 PLS-SEM Research Model (Fit)

H1: There is a positive direct effect of job characteristics on organizational commitment.

Based on the calculations of the path coefficient presented in table 1, it was found that job characteristics have a direct positive effect on organizational commitment. The original sample value for this effect is 0.255, and the corresponding t-statistic is 2.276, which exceeds the critical value of 1.96. Moreover, the p-value of 0.023 is less than the significance level of 0.05, indicating a significant effect of the job characteristics variable on organizational commitment. Therefore, it can be concluded that job characteristics have a positive and significant direct effect on organizational commitment, confirming the acceptance of hypothesis H1 in this study.

H2: There is a positive direct effect of coworker support on organizational commitment.

Based on the calculations of the path coefficient presented in table 1, it was found that coworker support has a direct positive effect on organizational commitment. The original sample value for this effect is 0.285, and the corresponding t-statistic is 3.270, which exceeds the critical value of 1.96. Moreover, the p-value of 0.001 is less than the significance level of 0.05, indicating a significant effect of the coworker support variable on organizational commitment. Therefore, it can be concluded that coworker support has a positive and significant direct effect on organizational commitment, confirming the acceptance of hypothesis H2 in this study.

H3: There is a positive direct effect of job characteristics on work meaningfulness.

Based on the calculations of the path coefficient presented in table 1, it was found that job characteristics have a direct positive effect on work meaningfulness. The original sample value for this effect is 0.435, and the corresponding t-statistic is 5.219, which exceeds the critical value of 1.96. Moreover, the p-value of 0.000 is less than the significance level of 0.05, indicating a significant effect of the job characteristics variable on work meaningfulness. Therefore, it can be concluded that job characteristics have a positive and significant direct effect on organizational commitment, confirming the acceptance of hypothesis H3 in this study.

H4: There is a positive direct effect of coworker support on work meaningfulness.

Based on the calculations of the path coefficient presented in table 1, it was found that coworker support has a direct positive effect on work meaningfulness. The original sample value for this effect is 0.535, and the corresponding t-statistic is 6.575, which exceeds the critical value of 1.96. Moreover, the p-value of 0.000 is less than the significance level of 0.05, indicating a significant effect of the coworker support variable on work

meaningfulness. Therefore, it can be concluded that coworker support has a positive and significant direct effect on work meaningfulness, confirming the acceptance of hypothesis H4 in this study.

H5: There is a positive direct effect of work meaningfulness on organizational commitment.

Based on the calculations of the path coefficient presented in table 1, it was found that work meaningfulness has a direct positive effect on organizational commitment. The original sample value for this effect is 0.368, and the corresponding t-statistic is 3.026, which exceeds the critical value of 1.96. Moreover, the p-value of 0.003 is less than the significance level of 0.05, indicating a significant effect of the work meaningfulness variable on organizational commitment. Therefore, it can be concluded that work meaningfulness has a positive and significant direct effect on organizational commitment, confirming the acceptance of hypothesis H5 in this study.

B. *Indirect Influence Analysis: Test the Role of Intervening/Mediator Variables*

The analysis of indirect effects is a valuable method for examining the hypothesis regarding the indirect impact of an independent variable on a dependent variable through the mediation of an intervening or mediator variable.

Table 2

Indirect Effect

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-Statistics (|O/STDEV|)	P Values
Coworker support → Work meaningfulness → Organizational commitment	0,197	0,196	0,077	2,559	0,011
Job characteristics → Work meaningfulness → Organizational commitment	0,160	0,156	0,058	2,752	0,006

H6:There is a positive indirect effect of work meaningfulness in mediating job characteristics on organizational commitment.

According to the findings presented in table 2, the job characteristics variable exerts an influence on organizational commitment through the mediating role of work meaningfulness. The original sample value for this influence is 0.160, with a t-statistic value of 2.752, which exceeds the threshold of 1.96. Additionally, with a p-value of 0.006 being less than 0.05, it indicates a significant indirect effect of the job characteristics variable on organizational commitment through work meaningfulness as a mediator. Therefore, it can be concluded that work meaningfulness has a significant indirect positive effect in mediating the relationship between job characteristics and organizational commitment. As a result, hypothesis H6 in this study is accepted.

H7:There is a positive indirect effect of work meaningfulness in mediating coworker support on organizational commitment.

According to the findings presented in table 2, the coworker support variable exerts an influence on organizational commitment through the mediating role of work meaningfulness. The original sample value for this influence is 0.197, with a t-statistic value of 2.559, which exceeds the threshold of 1.96. Additionally, with a p-value of 0.011 being less than 0.05, it indicates a significant indirect effect of the coworker support variable on organizational commitment through work meaningfulness as a mediator. Therefore, it can be concluded that work meaningfulness has a significant indirect positive effect in mediating the relationship between coworker support and organizational commitment. As a result, hypothesis H7 in this study is accepted.

V. CONCLUSION

Based on the conducted research, the researcher has derived empirical conclusions by examining and analyzing the data presented in the previous chapter. The conclusions can be summarized as follows:

1. Job characteristics have a direct positive and significant influence on organizational commitment. The stronger the alignment between job characteristics and the skills of startup employees, the greater their commitment to the organization.
2. Coworker support has a direct positive and significant influence on organizational commitment. The higher the level of coworker support experienced, the higher the level of commitment of startup employees towards the organization.
3. Job characteristics have a direct positive and significant influence on work meaningfulness. The stronger the alignment between job characteristics and the skills of startup employees, the greater the work meaningfulness they experience.
4. Coworker support has a direct positive and significant influence on work meaningfulness. The higher the level of coworker support experienced by startup employees, the higher the level of work meaningfulness they perceive.
5. Work meaningfulness has a direct positive and significant influence on organizational commitment. The higher the level of work meaningfulness experienced, the higher the level of commitment of startup employees towards the organization.
6. Work meaningfulness has a significant indirect positive effect in mediating the relationship between job characteristics and organizational commitment. This indicates that job characteristics, mediated by work meaningfulness, can create high organizational commitment among startup employees.
7. Work meaningfulness has a significant indirect positive effect in mediating the relationship between coworker support and organizational commitment. This indicates that coworker support, mediated by work meaningfulness, can create high organizational commitment among startup employees.

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