

Identification of Affective Commitment through Perceived Organizational Support

Irwansyah, SyarifahHudayah, Tetra Hidayati
Faculty of Economics and Business Mulawarman University

ABSTRACT

Previous studies have proven that human resources have an important role to play in the survival of organizations. Things related to employee work situations are important to note such as Perceived Organizational Support, Job Satisfaction, and affective commitment. This study aimed to test and analyze the influence of Perceived Organizational support on affective commitment with variable job satisfaction as employee mediation variable this research on the tehnicaldepartement employee in PT.Kalamurlocated in Samarinda. On employees of the Technical Department. The study used quantitative methods with a sample of 136 respondents. Data analysis techniques using Partial Least Square (PLS).

The results of this study showed that Perceived Organizational Support had a positive and significant effect on Job Satisfaction and Affective Commitment. Job satisfaction had a positive and significant effect on affective commitment. Job satisfaction had a mediation effect on the relationship between Perceived Organizational Support and Affective Commitment.

The results found perceived organizational support and job satisfaction had an effect of 73.7% on affective commitments, and 26.3% on affective commitments.

KEYWORDS: *Perceived Organizational Support, Job Satisfaction, Affective Commitment.*

Date of Submission: 04-11-2021

Date of Acceptance: 18-11-2021

I. INTRODUCTION

Slowing economic growth in Indonesia as a result of the Covid pandemic since 2020, causing every company to have to work hard to maintain its survival.

No exception to PT. Kalamur is one of the manufacturing companies in Samarinda. PT. Kalamur is a company engaged in the production of plywood and the results are exported to various countries including America, India, Japan, Korea and Taiwan. Although the demand for production is not hampered, various regulations set in export destination countries during the pandemic resulted in various problems in the delivery of goods that impacted the disruption of the company's cashflow. This causes the company to have to twist the brain to keep employees working to support the success of the company. The above conditions demand the role of the organization to be able to create situations that encourage employees to constantly get job satisfaction and still have a high commitment to contribute optimally to the company's performance

Affective commitment is one of the manifestations of employee loyalty to the company which is characterized by employee's desire to contribute optimally to the organization's ability to achieve its goals. The magnitude of the affective commitment will make employees actively support the organization's activities, therefore the organization should pay more attention to the existence of its employees so that the level of organizational affective commitment of employees to the organization is high (Fitria, Susilo, & Cahyo, 2018).

Organizational commitment, a worker identifies the organization's goals and expectations in order to remain a member. Some forms of commitment include affective commitment, normative commitment and sustainable commitment. Affective commitment describes a person's willingness to contribute and strive to help an organization in achieving its strategic goals. Affective commitment in an organization is influenced by several things, including job satisfaction. Job satisfaction is about an emotional state in which employees view their work as fun or unpleasant (Handoko, 2014). Extrinsic job satisfaction deals with aspects of work within the scope of work other than the work process itself, such as satisfaction with salary, satisfaction with supervision. While intrinsic job satisfaction covers the scope of the work process itself (Adkins & Naumann, 2002).

Employee commitment can be achieved if employees feel they have completed what is expected of the organization and get support from the organization. Perceived Organizational Support describes the attitudes and behaviors of employees related to their work evolving along with perceived organizational characteristics. According to Eisenberger et al., (1986) employees develop beliefs about how much organizations value contributions and care about their well-being. These beliefs represent employees' perceptions of the support

provided by the organization. This will cause positive feelings from employees towards the organization and their work.

II. LIBRARY REVIEW

Perceived Organizational Support

Eisenberger et al., (1997) describe perceived organizational support as employees' overall thinking about the extent to which organizations care about their existence, contribution, and concern for their well-being. Employees in an organization will tend to form a general trust in terms of the extent to which the organization values employees' contributions and cares for their well-being, this perception is often also referred to as the perception of organizational support, where the perception of organizational support is also judged as a guarantee that help will be available from the organization when needed to carry out one's work effectively and at the same time. When facing a very stressful situation (Eisenberger et al., 2002). The perceived organizational support role illustrates that the organization will provide the assistance needed by employees to work effectively and in the face of difficult situations (Aryaningtyas&Suharti, 2013). Perceived organizational support can have an impact on employees' positive attitudes or behaviors, when employees show a positive attitude then this can also help to achieve the overall goals of the organization. Perceived organizational support affect employee satisfaction, when employees believe that their well-being is supported by the organization it will lead to employee job satisfaction (Waileruny, 2014)

Job Satisfaction

When people talk about worker attitudes, they usually refer to job satisfaction, which explains positive feelings, resulting from an evaluation of its characteristics (Robbins & Judge; 2015). Job satisfaction is part of an employee's attitude toward the organization where they work. Someone who has a high level of satisfaction will give a positive assessment of the organization, and vice versa. Adkins & Naumann, (2002) says that extrinsic job satisfaction deals with aspects of work within the scope of work other than the work process itself, such as satisfaction with salary, satisfaction with supervision. Extrinsic job satisfaction refers to satisfaction with things that have nothing to do with the work process or the content of the job itself, such as salary, working conditions, and coworkers (Buitendach&De Witte, 2005). In the study of Putri, (2013) it was found that extrinsic job satisfaction refers to aspects of work that are not directly related or slightly related to the implementation of the work process. Adkins & Naumann, (2002) argues that job satisfaction is intrinsic to the scope of the work process itself. Intrinsic job satisfaction refers to matters related to the job task itself, such as variety, skill utilization, and autonomy (Buitendach&de Witte, 2005). In the study of Putri (2013), it was found that intrinsic job satisfaction reflects the process of work done and how people perceive the work they do.

Affective Commitment

Rhoades et al., (2001) formulate a definition of affective commitment in an organization is related to psychological matter as the characteristic of the relationship between employees with their organizations and also related to their decisions in continuing their membership in on organization. Makaanjee et al., (2006) state that affective commitment can be defined as a psychological state, which characterizes an individual's relationship with the organization in accepting organizational goals and a willingness to exert all sorts of efforts to achieve its goals. Meyer et al., (1998) state that employees with strong affective commitments will stay in the organization because they want to.

CONCEPT FRAMEWORK

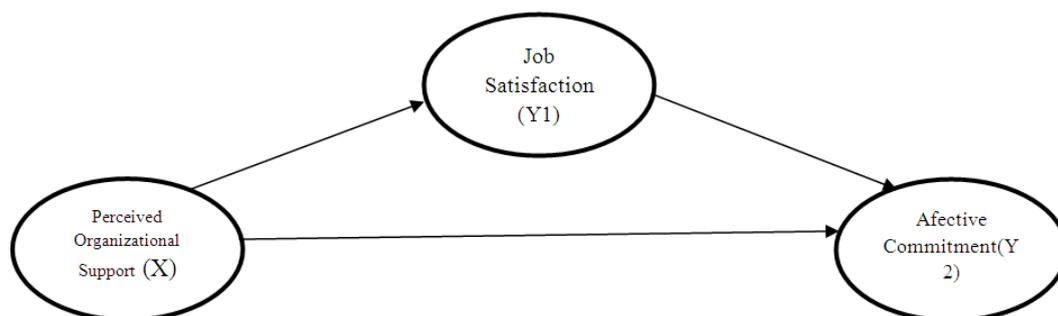


Figure 1: Concept framework

Hypothesis 1. Perceived Organizational Support affects the employee job satisfaction

Hypothesis 2. Perceived Organizational Support Affects Affective Commitment

Hypothesis 3. Employee job satisfaction affects affective commitment

III. RESEARCH METHODS

This study was an explanatory study explained the causal relationship between the facts of perceived organizational support (POS) (X) to employee job satisfaction (Y1) and affective commitment (X3).

The research was conducted on technical employees at PT Kayu Lapis Asli Murni in Samarindawith total 136 people. The research item was measured using the Likert scale with a score of 1 to 5, with the answer criteria: Strongly agree with a score of 5; agree with a score of 4, simply agree with a score of 3, disagree with a score of 2, and disagree with a score of 1

The analytical tools used in this research are Structural Equation Modeling (SEM) with a Partial Least Square (PLS) approach. PLS analyzed latent variables, variable indicators, and measurement errors directly. . The structural equations in SEM were formulated to state causality relationships between various constructs. The criteria of the output that can be used to interpret are as follows:

1: PLS assessment criteria

Uji Model	Output	Criteria
Outer Model (Indicator test)	a. Convergent validity b. Average variance Extracted (AVE) c. Composite Reliability (CR)	a. the loading factor value of 0.50 is considered sufficient. b. AVE value should be above 0.50 c. Good composite reliability has a > value of 0.70
Inner Model (hypothesis test)	a. Q2 for endogenous latent variables b. parameter coefficients and t statistics	a. Q2 result of 0.67; 0.33; 0.19 indicates that the model is good, moderate and weak b. . The estimated value for the path relationship with the structural model must be significant which can be obtained by the bootstrapping procedure

Source: Abdillah & Jogyanto, (2015)

IV. RESEARCH RESULTS

Demographic characteristics of respondents Of all the respondents used in the study, 100% of the respondents were male. The most number of correspondents is at the age of 40-50 years at 33.8%. Correspondents with high school / vocational education dominate the most with a percentage of 94.1%. And most of the correspondents have a working life of between 20-30 years at 40.4%. Of the respondents, 136 people, 94.8% were married.

Table 2: Characteristics of Respondents

Characteristic Respondents		Frekuensi	Percentase (%)
Gender	Man	136	100
	Woman	0	0
Age	20-30	23	17
	>30-40	34	25
	>40-50	46	33.8
	>50-60	33	24.2
Education	High School/Vocational Equivalent	126	94.1
	D3	10	5.9
	S1	0	0
Marital status	Married	129	94.8
	Not Meried	7	5,2
Working Time	1-10	23	16.9
	>10-20	42	31
	>20-30	55	40.4
	>30-40	16	11.7
	>40	0	0.

Source: PT Kalamur Dept Tehnik (processed)

Analysis

Evaluation of Outer Models

This research consisted of 3 (three) variables, namely: perceived organizational support (POS), Job satisfaction (JS), and affective commitment. (AC) Each variable consisted of the following indicators:

Tabel 3 : Variabeland indikator, loading factor, CR,AVE

No	Variables/Indicators	Loading Tahap 1	Loading Tahap 2	CR	AVE
1	Perceived Organizational Support (POS) (X1)				
	X1.1 Reliable when employees face problems	0.810	0.811	0.872	0.535
	X1.2 Supervisorwants to listen to employee problems at work	0.833	0.834		
	X1.3.Co-workers support	0.827	0.827		
	X1.4. Co-workers are reliable	0.795	0.794		
	X1.5.The Organization cares about employee welfare	0.800	0.799		
2	Job satisfaction (JS)				
	Y1.1. Satisfied with salary	0.794	0.794	0.896	0.552
	Y1.2.Satisfied with the disgruntled activities in the work	0.746	0.746		
	Y1.3.Satisfied with the opportunity to interact with others in the work	0.796	0.797		
	Y1.4. Satisfied with feedback	0.748	0.750		
	Y1.5. Satisfied with co-workers	0.711	0.711		
	Y1.6. Satisfied with the freedom to do what is desired in completing the work	0.671	0.671		
	Y1.7. Satisfied with superiors	0.725	0.723		
3	Affective Commitment (AC)				
	Y2.1. Proud to be part of the organization	0.672	0.676	0.907	0.661
	Y2.2. Organization means a lot	0.466	-		
	Y2.3. Be happy to be part of the organization	0.609	0.616		
	Y2.4. Willing to work extra for the betterment of the organization	0.802	0.811		
	Y2.5. Proud of the organization to others	0.710	0.691		
	Y2.6. Care about the success of the organization	0.780	0.791		
	Y2.7. Care about the problems facing the organization	0.774	0.781		

source: Processed

Based on table 3 above it could be seen that the Research consists of three variables, namely Perceived Organizational Support (X1) which consisted of five indicators; Job satisfaction (Y1) consists of seven indicators and affective commitment (Y2) consists of seven indicators. The indicator could be continued in the next study if it was declared valid as evidenced by a loading factor value greater than 0.5. Table 2 explains that of the indicators used in the study, the job performance variable item Y2.2 had a value of 0.466 smaller than 0.5 so it is not continued in the next analysis process.

From the results of calculations can be conveyed the model image as follows:



Figure 1: Structural model

From the results of calculations with the help of PLS software, of the 19 indicators there was 1 (one) indicator that was Y2.2 that did not qualify. Furthermore, the calculation of stage 2 so that the loading factor value for each qualified indicator reaches a value greater than 0.5. In stage 2, the outer loading requirements of the three variables studied consisted of Convergent validity with the loading factor value of each item greater than 0.5; the AVE value of each variable was greater than 0.5, and the compositereliability (CR) value of each

variable greater than 0.7 had been fulfilled To measure outer models in addition to loading factor values, convergent validity and Average Variance Extracted (AVE) are needed. The average variance extracted (AVE) value was greater than 0.5, and the composite reliability was > 0.7. Based on table 2 of the 3 (three) variables studied, an AVE value greater than 0.5 was obtained; Composite reliability value greater than 0.7; and the loading factor value was greater than 0.5; so that it could be concluded that the outer loading test has been fulfilled According to Wiyono., (2011); outer loading values above 0.70 were recommended, but loading factor values of 0.50-0.60 were still tolerable with t-statistical values above 1.96 or p-value <0.05 (Solimun, 2010).

Table : Mean, STDEV, T-Values, P-Values

Variable	Hypothesis	Original Sample (O)	T Statistics	P Values	Result
Job Satisfaction - >Affect.Commitment	H1	0.610	6.329	0.000	Significant effect
POS ->Affect.Commitment	H2	0.288	2.968	0.003	Significant effect
POS -> Job Satisfaction	H3	0.802	23.996	0.000	Significant effect
POS -> Job Satisfaction - >Affect.Commitment		0.490	5.775	0.000	Significant Effect (mediating)

Source : output PLS (Inner model)

Assessing the model with PLS started by looking at the Q-Square value for the latent variable dependent. The latent variables studied showed a value of 0.732 which explained the variable studied gave an influence of 73.2%. This meant that POS, job satisfaction provided a variable 73.2% variable commitment to affective commitment; While 26.8% of affective commitments were affected by variables not contained in the study. Q square value of 0.732 high included category so that this model was considered good.

The results of the hypothesis test identified with the value p-value indicated that the t statistical value for each variable relationship obtained the result of the value $T_h > t$ table. Thus Hypothesis 1, Hypothesis 2, and Hypothesis 3 had a path relationship greater than 1.96 and a p-value of less than 0.05. This explained that H1, H2, and H3 had a positive and significant influence.

The job satisfaction variable was able to mediate the relationship between perceived organizational support and affective commitment significantly indicated by coefficient values of 0.490 and sig 0.00. This meant that affective commitment would be higher if perceived organizational support was also followed by employee job satisfaction.

V. DISCUSSION

1. Perceived Organizational Support's Effect on Job Satisfaction

The results of the analysis showed that the Perceived Organizational Support variable had a positive and significant effect on employee job satisfaction, this showed that if perceived Organizational support was improved it would encourage increased job satisfaction. An indicator that gave a dominant influence on job satisfaction was the willingness of superiors to listen to employee problems at work. The indicator that exerted the lowest influence was the supportive co-worker.

This was in line with Bogler&Nir's (2012) research, which states that Perceived Organizational Support had a positive effect on Job Satisfaction, Perceived Organizational Support is said to contribute to overall Extrinsic Job Satisfaction to meet socio-economic needs and increase expectations of job rewards. This was also in line with research conducted by (Novira&Martono, 2015) which found that the high level of Perceived Organizational Support felt by employees could increase the sense of job satisfaction in employees.

2. Perceived Organizational Support influence on affective commitment

The results of the analysis showed that the Perceived Organizational Support variable had a positive and significant effect on affective commitment. This meant that if Perceived Organizational Support was improved it would encourage an increase in affective commitment. Indicators that gave a dominant influence to affective commitment were superiors who were willing to listen to employee problems at work. Affective commitment would be better if perceived organizational support was also followed by employee job satisfaction. Job satisfaction could mediate significantly the relationship between perceived organizational support to commitment, especially to indicator opportunities to interact with others in the work.

This was in line with research conducted by Rhoades et al., (2001) which said that perceived organizational support was one of the main points in building affective commitment. In various organizations, it was found that employees who felt supported by the organization would have a sense of meaning in themselves as employees, which would increase affective commitment to them. This commitment would encourage

employees to contribute to the organization in achieving its goals, increasing the assumption that their performance would be noticed and also appreciated by the organization.

3. Effect of Job Satisfaction on Affective Commitment

The more employees felt that the organization had been able to meet its expectations, the more it would encourage employees to contribute to the organization in achieving its strategic goals. Affective commitment become very important because it was an obstruction of employee loyalty to the organization, employees considered the organization had meaning for employees.

The results of this study showed that the level of job satisfaction that employees felt could encourage an improvement in affective commitment. This meant that better job satisfaction would encourage an improvement in affective commitment. The dominant indicator of job satisfaction influencing affective commitment was the opportunity to interact with others at work.

This was in line with research conducted by Ismail & Razak, (2016) in which it was found that job satisfaction reflected how employees felt about their work and organization. In his research, employee satisfaction was divided into two types, namely extrinsic job satisfaction and intrinsic job satisfaction. Extrinsic job satisfaction was the satisfaction derived from compensation, interpersonal relationships, supervision, policy and administration, safety and health, opportunities for growth, social integration, and others. Intrinsic job satisfaction was a state in which an employee feels satisfaction derived from internal work factors, such as motivation (recognition, achievement, the opportunity to use and develop capacity, progress, and responsibility).

VI. CONCLUSION

The main purpose of this study was to examine the influence of perceived organizational support on affective commitment with variable mediation of employee job satisfaction at PT. Kalamur in Samarinda on employees of the Technical section. The results showed that perceived organizational support was very important in encouraging the realization of job satisfaction and affective commitment. Perceived organizational support would encourage affective commitment to be better if employees have felt job satisfaction.

ACKNOWLEDGMENT

Thank God for having this research to be completed. Our infinite thanks go to the management of PT Kalamur, all employees who have participated, all management of the Faculty of Economics who have provided support, and all parties that we cannot name one by one.

BIBLIOGRAPHY

- [1]. Abdullah, W., & Jogiyanto. (2015). *Partial Least Square (PLS)*. Yogyakarta: Andi Offset.
- [2]. Adkins, C. L., & Naumann, S. E. (2002). *The value of achievement and responses to the work environment*. *Journal of Behavioral and Applied Management*, 3(1998), 141–158.
- [3]. Aryaningtyas, A. T., & Suharti, L. (2013). *Keterlibatan Kerja Sebagai Pemediasi Pengaruh Kepribadian Proaktif Dan Persepsi Dukungan Organisasional Terhadap Kepuasan Kerja*. *Jurnal Manajemen Dan Kewirausahaan*, 15(1), 23–32. <https://doi.org/10.9744/jmk.15.1.23-32>
- [4]. Bogler, R., & Nir, A. E. (2012). *The importance of teachers' perceived organizational support to job satisfaction: What's empowerment got to do with it?* *Journal of Educational Administration*, 50(3), 287–306. <https://doi.org/10.1108/09578231211223310>
- [5]. Buitendach, J. H., & De Witte, H. (2005). *Job insecurity, extrinsic and intrinsic job satisfaction and affective organisational commitment of maintenance workers in a parastatal*. *South African Journal of Business Management*, 36(2), 27–38. <https://doi.org/10.4102/sajbm.v36i2.625>
- [6]. Eisenberger, R., Cummings, J., Armeli, S., & Lynch, P. (1997). *Perceived organizational support, discretionary treatment, and job satisfaction*. *Journal of Applied Psychology*, 82(5), 812–820. <https://doi.org/10.1037/0021-9010.82.5.812>
- [7]. Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). *Perceived Organizational Support*. *Journal of Applied Psychology*, Vol. 71, pp. 500–507. <https://doi.org/10.1037/0021-9010.71.3.500>
- [8]. Eisenberger, R., Stinglhamber, F., Vandenberghe, C., Sucharski, I. L., & Rhoades, L. (2002). *Perceived supervisor support: Contributions to perceived organizational support and employee retention*. *Journal of Applied Psychology*, 87(3), 565–573. <https://doi.org/10.1037/0021-9010.87.3.565>
- [9]. Fitria, A. A., Susilo, H., & Cahyo, W. S. (2018). *Pengaruh Perceived Organizational Support (Pos) Terhadap Komitmen Organisasional Dan Kinerja Karyawan (Studi Pada Karyawan Bagian Produksi CV Dwi Putra Perkasa Garment)*. *Jurnal Administrasi Bisnis*, 56(1), 179–186.
- [10]. Handoko, T. H. (2014). *Manajemen Personalialia & Sumber Daya Manusia (kedua)*. Yogyakarta: BPFE Yogyakarta.
- [11]. Ismail, A. (2016). *Effect Of Job Satisfaction On Organizational Commitment*. *Management & Marketing*, 27(3), 585–615. <https://doi.org/10.24230/kjiop.v27i3.585-615>
- [12]. Mankanjee, C. R., Hartzler, Y. F., & Uys, I. L. (2006). *The effect of perceived organizational support on organizational commitment of diagnostic imaging radiographers*. *Radiography*, 12(2), 118–126. <https://doi.org/10.1016/j.radi.2005.04.005>
- [13]. Meyer, J. P., Irving, P. G., & Allen, N. J. (1998). *Examination of the combined effects of work values and early work experiences on organizational commitment*. *Journal of Organizational Behavior*, 19(1), 29–52. [https://doi.org/10.1002/\(SICI\)1099-1379\(199801\)19:1<29::AID-JOB818>3.0.CO;2-U](https://doi.org/10.1002/(SICI)1099-1379(199801)19:1<29::AID-JOB818>3.0.CO;2-U)
- [14]. Novira, L., & Martono, S. (2015). *Pengaruh Persepsi Dukungan Organisasi Pada Perilaku Kewargaan Organisasional Dengan*

- Kepuasan Kerja Sebagai Variabel Intervening. Management Analysis*, 4(3), 180–189.
- [15]. Putri, E. S. (2013). *Pengaruh Kepuasan Kerja Intrinsik dan Kepuasan Kerja Ekstrinsik Terhadap Organization Citizenship Behavior*. 1–16.
- [16]. Robbins, S.P., & Judge, T. A. (2015) *Perilaku Organisasi*, Salemba Empat, Edisi 16, Jakarta
- [17]. Rhoades, L., & Eisenberger, R. (2002). *Perceived organizational support: A review of the literature. Journal of Applied Psychology*, 87(4), 698–714. <https://doi.org/10.1037/0021-9010.87.4.698>
- [18]. Sarwono, J., & Narimawati, U. (2015). *Membuat Skripsi, Tesis, dan Disertasi dengan Partial Least Square SEM (PLS-SEM)*. Yogyakarta: Andi Offset.
- [19]. Solimun (2010) *Analisis Multivariat Permodelan Structural Metode Partial Least Square-PLS*, Citra Malang, Malang
- [20]. Waileruny, H. T. (2014). *Perceived Organizational Support, Job Satisfaction Dan Organizational Citizenship Behavior Pada Pt. Bank Maluku Cabang Utama Kota Ambon. Agora*, 2(2).
- [21]. Wiyono, G. (2011). *Merancang Penelitian Bisnis dengan Alat Analisis SPSS & SmartPLS* (1st ed.). Yogyakarta: STIM YKPN Yogyakarta.

Irwanyah, et. al. "Identification of Affective Commitment through Perceived Organizational Support." *International Journal of Business and Management Invention (IJBMI)*, vol. 10(11), 2021, pp. 22-28. Journal DOI- 10.35629/8028