The Effect of Perceived Organizational Support to Employee's Organizational Commitment

by Cek Turnitin

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Abstract

This study aims to determine the effect of perceived organizational support on employee organizational commitment. The number of samples used was 50 employees of MSMEs XYZ Denpasar through the saturated sample method. Data collection was carried out through interviews and questionnaires. The data analysis technique used is simple linear regression. The results of this study indicate that perceived organizational support has a positive and significant effect on organizational commitment. The results of this study have implications for the management of XYZ Denpasar to pay more attention to the indicators of perceived organizational support in order to increase employee organizational commitment.

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1 Introduction

Organizational commitment is very important for a company, this is because one of the benefits of employee commitment is that it can help the company achieve its various goals. High commitment to employees makes employees love their jobs and work with a sense of full responsibility and will provide maximum effort to help achieve company goals. Organizational commitment is defined as the desire and positive attitude of employees towards the organization and always having a high sense of belonging to the organization and try their best for effectiveness and optimization of achieving organizational goals (Yusuf & Syarif, 2018). Suputra et al. (2019), stated that organizational commitment is an understanding of employee loyalty to the organization, which is reflected in the high involvement in achieving organizational goals. Nosratabadi et al. (2015), stated that the hallmark of organizational commitment to employees is the attitude of employees who are loyal to their organization due to their agreement with organizational values and goals so that employees carry out their work sincerely without any coercion to help achieve organizational goals (Celep & Yilmazturk, 2012; DeConinck, 2010; Baranik et al., 2010; da Cruz Carvalho et al., 2020).

XYZ Denpasar is a company engaged in the production of pastry & bakery to direct procurement of raw materials for making pastry and bakery. XYZ Denpasar with a variety of products serving hotels, restaurants, cafes and catering throughout the island of Bali. In order to maximize service and face competitive competition and achieve company success, it is necessary to maximize the role of employees. The maximum role of employees can also provide maximum work results so that they can help the company to achieve its goals. Before achieving this, employee organizational commitment or a high sense of belonging within the company is needed (Aban et al., 2019; Cahayu & Rahyuda, 2019; Claudia, 2018; Donald et al., 2016).

Perceived organizational support is the employee's view of the organization or company regarding the extent to which the organization or company provides support to employees for their contributions, cares about employee welfare and involves employees in reciprocal relations with the organization or company (Agustian & Fitria, 2020). Forms of support from the company can be given, for example by giving confidence in the ability of employees to work, working conditions that provide a sense of security and comfort, as well as the quality of good relations between the company and employees. Good relations between companies and employees can be increased through perceived organizational support, when perceived organizational support increases, a reciprocal relationship will be formed which can increase employee organizational commitment (Santoso & Mangundjaya, 2018).

Organizational commitment will arise when employees think that they are part of the organization and feel the organization's support and care for them. High perceived organizational support can increase employee organizational commitment which can make employees feel obligated to contribute and care about the organization and help the organization achieve its goals (Fahrizal & Utama, 2017). Hendriatno & Marhalinda (2020), stated that there is a positive and significant effect of perceived organizational support on employee organizational commitment. This shows that the organizational support provided by the company to employees affects the organizational commitment of employees both effectively, continuously or normatively. Mohammadpanah (2016), states that there is a positive and significant relationship between perceived organizational support and organizational commitment. Agustini et al. (2017), stated that when an organization provides support wisely and gives concern for employee satisfaction and is felt by the employees themselves, employees believe in their value in the organization so that this is able to increase employee organizational commitment. Jaiswal & Dhar (2016), stated that perceived organizational support has a positive and significant effect on employee organizational commitment. (2017) stated that when an organization provides support wisely and gives concern for employee satisfaction and is felt by the employees themselves, employees believe in their value in the organization, so this is able to increase employee organizational commitment. Jaiswal & Dhar (2016), stated that perceived organizational support has a positive and significant effect on employee organizational commitment. (2017) stated that when an organization provides support wisely and gives concern for employee satisfaction and is felt by the employees themselves, employees believe in their value in the organization, so that this is able to increase employee organizational commitment. Jaiswal & Dhar (2016), stated that perceived organizational support has a positive and significant effect on employee organizational commitment.

H1: Perceived organizational support has a positive and significant effect on organizational commitment.

2 Materials and Methods

The location of this research is in the XYZ Denpasar XYZ precisely in the East Denpasar area, Denpasar City, Bali. The objects of this research are organizational commitment, perceived organizational support and job satisfaction. Organizational commitment is an attitude of employee loyalty at XYZ Denpasar which is reflected through the desire and positive attitude towards the company by exerting considerable effort for the benefit of the company and having a strong desire to remain in the company. There are three dimensions to measure organizational commitment, namely:

1) Affective commitment ($Y_{1.1}$);
2) Continuance commitment ($Y_{1.2}$);
3) Normative commitment ($Y_{1.3}$).

The affective commitment dimension ($Y_{1.1}$) can be measured by five indicators, namely:

1) Make extra effort at work ($Y_{1.1.1}$);
2) Feelings of pride in the company ($Y_{1.1.2}$);
3) Proud to be part of the company ($Y_{1.1.3}$);
4) Glad to choose a company as a place to work ($Y_{1.1.4}$);
5) Feelings of concern for the fate of the company ($Y_{1.1.5}$).

The dimension of continuous commitment ($Y_{1.2}$) can be measured by three indicators, namely:

1) Employees feel a loss if they leave the company ($Y_{1.2.1}$);
2) Considering the benefits of working for a company for a long time ($Y_{1.2.2}$);
3) Working for the company is the right decision ($Y_{1.2.3}$).

The normative commitment dimension ($Y_{1.3}$) can be measured by four indicators, namely:

1) Receiving all forms of assignments given by the company ($Y_{1.3.1}$);
2) This company is a source of inspiration ($Y_{1.3.2}$);
3) There is a value match with the company ($Y_{1.3.3}$);
4) This company is the best place to work ($Y_{1.3.4}$).

Perceived organizational support is the emerging view from within the employees of XYZ Denpasar regarding the company's support and concern for the welfare of employees for their contribution to the company. Eight indicators can be used to measure the level of perceived organizational support, namely:

1) Company appreciation for employee contributions ($X_{1.1}$);
2) Company appreciation for employee extra effort ($X_{1.2}$);
3) The company's attention to all employee complaints ($X_{1.3}$);
4) The company's concern for employee welfare ($X_{1.4}$);
5) Company notices to employees when they don't do a good job ($X_{1.5}$);
6) The company's concern with general job satisfaction of employees' work ($X_{1.6}$);
7) Great concern from the company towards employees ($X_{1.7}$);
8) Feelings of pride in the company for the success of employees at work ($X_{1.8}$).

The population in this study were all 50 employees of XYZ Denpasar. The method of determining the sample used in this study is non-probability sampling with a saturated sampling technique, so the sample in this study is 50 employees of XYZ Denpasar. Quantitative data in this study are respondents' answers to the questionnaires distributed (Chen et al., 2005; Hochwarter et al., 2003; Panaccio & Vandenberghe, 2009). The qualitative data in this study are the results of interviews, an overview of the XYZ Denpasar and the identity of the respondents. The data sources used in this

research are primary sources and secondary sources. The primary sources in this study were respondents who were employees of XYZ Denpasar. The secondary source in this study is the management of the XYZ Denpasar. The data collection method used in this study is a questionnaire. Variable indicators in this study will be measured using a Likert scale 1 to 5. To be able to find out whether the data used is appropriate or not, this research needs to be tested for validity and reliability tests. The data analysis technique used in this study is multiple linear regression analysis (Arshadi, 2011; Islam et al., 2013; Raziq & Maulabakhsh, 2015; Sy et al., 2006).

3   Results and Discussions

Respondent characteristic data in this study are profiles of 50 employees who participated in collecting data through questionnaires, presented in Table 1.

Table 1
Characteristics of respondents

No	Variable	Classification	Qty	Percentage (100%)
	Age	20 - 25 Years	6	12.0
		26 - 30 Years	10	20.0
1		31 - 35 Years	20	40.0
		36 - 40 Years	9	18.0
		>40 Years	5	10.0
		Total	50	100
	Gender	Man	28	56.0
2		Woman	22	44.0
		Total	50	100
	Marital status	Not married yet	15	30.0
3		Marry	35	70.0
		Total	50	100
	Education Background	Elementary School	0	0
		Junior High School	0	0
4		Senior High School	39	78.0
		Bachelor's degree	11	22.0
		Master's degree	0	0
		Total	50	100
	Years of service	3-6 Years	29	58.0
		7-10 Years	18	36.0
5		11-14 Years	3	6.0
		>14 Years	0	0
		Total	50	100

Primary Data, 2022

The characteristics of respondents based on age were dominated by respondents with an age range of 31-35 years with a percentage of 40 percent. Characteristics of respondents based on gender, dominated by respondents with male sex with a percentage of 56 percent. Characteristics of respondents based on marital status, dominated by married respondents with a percentage of 70 percent. The characteristics of respondents based on education were dominated by respondents with high school/equivalent education with a percentage of 78 percent. Characteristics of respondents based on years of service, dominated by respondents who worked for 3-6 years, namely 58 percent.

Table 2
Validity test

No.	Variable	Instrument	Pearson Correlation	Information
		Y1.1.1	0.683	Valid
		Y1.1.2	0.842	Valid
		Y1.1.3	0.759	Valid
		Y1.1.4	0.877	Valid
		Y1.1.5	0.738	Valid
		Y1.2.1	0.840	Valid
1.	Organizational Commitment (Y)	Y1.2.2	0.795	Valid
		Y1.2.3	0.872	Valid
		Y1.3.1	0.746	Valid
		Y1.3.2	0.848	Valid
		Y1.3.3	0.888	Valid
		Y1.3.4	0.870	Valid
		X1.1	0.899	Valid
		X1.2	0.860	Valid
		X1.3	0.764	Valid
		X1.4	0.881	Valid
		X1.5	0.863	Valid
2	Perceived Organizational Support	X1.6	0.893	Valid
		X1.7	0.777	Valid
		X1.8	0.769	Valid
		X1.4	0.881	Valid

Primary Data, 2022

Table 2 shows that all the instruments in the variable organizational commitment and perceived organizational support have a Pearson Correlation that is greater than 0.3, thus it can be concluded that all the various instruments used in this study are valid and can be used as research instruments.

Table 3
Reliability test

No.	Variable	Cronbach's Alpha	Information
1.	Organizational Commitment (Y)	0.953	Reliable
2.	Perceived Organizational Support(X)	0.939	Reliable

Primary Data, 2022

Table 3 shows the reliability test for each variable, all Cronbach's Alpha shows a value greater than 0.6. This shows that all of the variable instruments in this study have consistency in measuring the variables in the study.

Table 4
Normality Test (One-Sample Kolmogorov-Smirnov)

Equality	asymp. Sig. (2-tailed) Kolmogorov-Smirnov
Substructure 1	0.190

Primary Data, 2022

Artatanaya, I. G. L. S., Supiatni, N. N., Kencanawati, A. A. A. M., Marhaeni, K. E., & Muderana, I. K. (2023). The effect of perceived organizational support to employee's organizational commitment. International Research Journal of Management, IT and Social Sciences, 10(2), 101–109. https://doi.org/10.21744/irjmis.v10n2.2290

Table 4 shows Asymp. Sig. namely 0.190 and 0.200. Where it exceeds 0.05, so that the prerequisites for normality are met.

Table 5
Multicollinearity test

Model	Collinearity Statistics	
	tolerance	VIF
Perceived Organizational Support	0.677	1,478

Primary Data, 2022

Table 5 shows that there are no independent variables that have a tolerance value of less than 0.10 and also no independent variables that have a VIF value of more than 10. Therefore the regression model is free from multicollinearity symptoms.

Table 6
Heteroscedasticity test (Glejser Test)

Model	Q	Sig.
Perceived Organizational Support	-0.112	0912
Perceived Organizational Support	-0.108	0.915
Job satisfaction	-0.556	0.581

Primary Data, 2022

Table 6 shows that each model has a significance value greater than 5% (0.05). This indicates that the independent variables used in this study have no significant effect on the absolute residual, therefore this study is free from symptoms of heteroscedasticity.

Table 7
Simple linear regression

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	std. Error	Beta		
(Constant)	0.297	0.413		0.717	0.477
Perceived Organizational Support	0.382	0.116	0.374	4,790	0.000
R2	0.558				

Primary Data, 2022

Perceived organizational support has a Beta coefficient value of 0.374 and a Sig. 0.002, it can be said that hypothesis 1 is accepted because of the value of Sig. 0.002 <0.05. These results show that perceived organizational support has a positive and significant effect on organizational commitment, in other words, when perceived organizational support increases, organizational commitment of XYZ Denpasar MSME employees also increases (Hidayanti et al., 2020; Ingusci et al., 2016; Novira & Martono, 2015; Brahmannanda & Dewi, 2020). Perceived organizational support has a positive and significant effect on organizational commitment because there are five out of eight indicators whose val are above the average value. One of them is an indicator of appreciation for employee contributions which causes the effect of perceived organizational support on organizational commitment to be significant. this is influenced by the characteristics of the respondents who are mostly married. Married employees have bigger responsibilities and of course, their priority is family, so they tend to be committed to the company, because if they are not committed to the company, of course, this will have an impact on their families. This is also supported by the results of the confirmation to the company leadership which shows that the XYZ Denpasar appreciates the contribution of employees in the form of wages received by employees that are in accordance with the UMK, especially during this time of covid, the company continues to provide wages, although not in full, this certainly makes employ feel the company appreciates their contribution in doing work so as to make employees increase their commitment. The results of this study develop

research conducted by Fahrizal & Utama (2017); Hendriatno & Marhalinda (2020); Mohammadpanah (2016); Azhar et al. (2019); Jaiswal & Dhar (2016); Rosa et al. (2020); Afif (2018).

4 Conclusion

Based on the results obtained, perceived organizational support has a positive and significant influence on the organizational commitment of XYZ Denpasar employees. This shows that the increasing perceived organizational support, the organizational commitment of employees will also increase. The leadership of the XYZ Denpasar must pay attention to the perceived organizational support of employees so that they can create feelings of satisfaction for employees working in the company, thus the organizational commitment of XYZ Denpasar employees will increase. In terms of perceived organizational support, the indicator that has the lowest average value is the company's award for the extra effort that has been given by employees. Companies are advised to pay more attention to employees who have given their efforts in doing work by giving rewards such as bonuses to employees who have worked hard. Rewards are very important for employees because with these rewards employees will be motivated to try to improve their work performance. In terms of job satisfaction, the indicator that has the lowest average is the good relationship between colleagues. Companies are advised to pay more attention to the conditions of employees at work and create a kind of familiarity event that can motivate employees to strengthen relationships with co-workers. In addition, for bad relations between employees, the company can invite closed discussions and listen to all their complaints properly,

Future researchers, it is expected to take samples and populations outside the bakery industry such as the hotel industry, health industry, and manufacturing industry. So that the research results obtained are varied and not only cover one industry. Future researchers are also advised to change the analytical techniques used with different analytical techniques such as the PLS-SEM technique so that future researchers are not just fixated on one analytical technique. So research results may vary. Future researchers are also expected to add other variables that can influence organizational commitment and not just fixate on perceived organizational support and job satisfaction variables.

Statement of authorship
The authors have a responsibility for the conception and design of the study. The authors have approved the final article.

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