An Influence Perceived Organizational Support on Affective Commitments with Satisfaction Work as a Mediation Variable

Suryo Sudikno, Feby Milanie, Cahyo Pramono

Email: soloist.creator@gmail.com
Universitas Pembangunan Panca Budi

ABSTRACT

The purpose ofthis study was to determine how the role of job satisfaction mediating the effect of perceived organizational support on organizational commitment. This research was conducted at PT. Aerofood ACS Deli Serdang. The number of samples taken were 89 employees, using the proportionate random sampling technique. Data collection was obtained from the results of interviews, observation and questionnaires. Data analysis using classical assumption test, path analysis, sobel test. Based on the results of the analysis, was found that perceived organizational support had a positive and significant effect on job satisfaction. Perceived organizational support has a positive and significant effect on organizational commitment. Job satisfaction has a positive and significant effect on organizational commitment. Perceived organizational support has a positive and significant effect on organizational commitment through mediating job satisfaction. Efforts to increase employees' sense of organizational commitment, organizations should be able to provide support to their employees because the higher the support given to employees, the higher the job satisfaction felt by employees.

Keywords :   Perceived Organizational support, Commitment Affective, Job Satisfaction.

INTRODUCTION

Competition and rapid economic growth can affect the success of an organization. The success of an organization in achieving its goals mainly depends on the quality of its human resources talent. The quality of human resources is basically one of the most important assets of an organization, and because human resources play an active and dominant role in all organizational activities, they play an important role in achieving organizational goals.Organizations must be able to manage their talents properly and correctly in order to be able to build employee engagement. Engagement with employees is encouraged to help organizations achieve their goals and increase expectations for job performance that are recognized and rewarded by the organization (Eisenberg & Rhodes, 2002). According to Allen & Meyer (1990), organizational commitment can be divided into three aspects: emotional commitment, continuance commitment, and normative commitment. Emotional commitment is considered the most important commitment, because emotional commitment is the core of organizational commitment.

Emotional commitment is an employee's commitment and loyalty to the company (Eisenberger, Panuju 2018). Emotional commitment can be interpreted as a sense of belonging and recognition of part of the workforce that can increase employee participation in organizational activities, encouragement to achieve organizational goals, and the desire to stay in the organization (Meyer & Allen, 1991). Emotional involvement is very important in an organization because it can have a positive impact on the organization. Among other things, it can increase employee respect, reduce employee absenteeism, and enable employees to respect and comply with company norms and policies. Organizations and employees with high

emotional involvement can lead to a sense of work more seriously and perform better (Meyer & Allen, 1997).

PT. Aerofood ACS Deli Serdangis one of the catering business as a provider of food for passengers on airlines, both domestic airlines and international airlines flying from Indonesia. Based on the data obtained at PT. Aerofood ACS Deli Serdang, there is a problem where the number of employees is decreasing as a result of unilateral resignation which shows that employee commitment to work is very low. This happens because of the unclear career paths obtained by employees, the absence of awards for employees who excel, and the low facilities and benefits received by employees. (Results of an interview with the HR Division of PT. Aerofood ACS Deli Serdang, Mr. Apit Pardamedan).

Table 1. Employee Data PT. Aerofood ACS Deli Serdang Resigned

Name	NIK	Division	Out date
Aref Fadillah	20147056	Operation	1 Dec 2021
Teza Ananda Siregar	20147012	Production	13 Dec 2021
Bayu Ferdiansyah	20147032	Production	17 Dec 2021
Muhammad Ridwan	20147055	Operation	25 Dec 2021
Rory Yudhisthira	20147052	Marketing	25 Dec 2021

Based on the observations made, the problems that occur in the company arise due to a lack of organizational support or what is commonly referred to as Perceived Organizational Support (POS) provided by the company to its employees. Where this greatly affects the high or low commitment of employees of PT. Aerofood ACS Deli Serdang.

LITERATURE REVIEW
Perceived Organizational Support (POST)

Organizational support is defined as the perception of the extent to which the organization provides support to its employees and the extent to which the organization is ready to provide assistance when needed (Rhoades and Eisenberger, 2002). Paille et al (2010) said that the perception of organizational support is the perception of an organization towards an organization whether the organization cares, understands and respects the welfare of employees or not. Robbins & Judge in Yuki (2017) explains that perceived support is the level of employee confidence that the organization will respect and care about their well-being.

Affective Commitment

Emotional attachment is a part of organizational engagement which refers to the emotional aspects related to employees involved in the organization, and the desire of employees to stay in the organization. According to Sabir et al. (2011), Emotional Commitment is a commitment that shows an employee's attachment to an organization, including beliefs, motivations, and desires related to the achievement of organizational goals. Kartika (2012) ensures that the organization has a strong belief in its employees, follows all organizational values, strives to achieve organizational goals as a top priority, and allows employees to retain membership.

Job satisfaction

Everyone who works expects satisfaction in his work. Basically job satisfaction is personal. This is because each individual experiences a different level of satisfaction depending on the values applied. Job satisfaction is a pleasant emotional state that arises from those who evaluate their work to achieve the job performance they have achieved(Astrauskaite, Vaitkevicius, and Perminas, 2011). On the other hand, in another view, job satisfaction is an individual's attitude towards work based on work environment factors such as supervisor/supervisor/leader, style, policies and procedures, work group affiliation, working conditions, and performance (Gibson, Ivancevich). Sha and Jumani (2015), on the other hand define job satisfaction as the most important emotion that people feel after completing a task. From some of the definitions above, job satisfaction is an emotional attitude that results from the thoughts, feelings, and behavioral tendencies of an employee towards work that causes joy or discomfort and satisfaction or dissatisfaction with work.

METHODS

This study uses a quantitative approach to test the proposed hypothesis. Quantitative research is needed to use numbers, starting with data collection, interpretation of those numbers, and appearance of the results. This quantitative research uses a correlational approach. The correlational approach aims to find out whether there is a relationship between two or more variables being measured, whether there is a relationship, how close the relationship is, and whether the relationship makes sense.

The subject of this research is PT. Aerofood ACS Kualanamu Deli Serdang. The location was chosen because not many have conducted research in the company regarding human resources. It was found that things related to affective commitment where it was suspected that the level of affective commitment was influenced by perceived organizational support with job satisfaction as a mediating variable. The population of this study were all employees at PT. Aerofood ACS Deli Serdang, which has 114 employees consisting of 3 divisions, namely 25 people in the support division, 35 people in the operations division, and 54 people in the production division. The number of samples used in this study was determined using the slovin approach based on the total population of PT. Aerofood ACS Deli Serdang.

RESULTS AND DISCUSSION
Results

Table 2. Results of Regression Analysis Variable Y

	Coefficients	Error	t count	sig.test t
(Constant)	4.4986	5.5398	0.8120	0.4224
Perceived organizational support (X)	0.9015	0.1333	6.7613	0.000
(M)	0.247	0.0817	0.3027	
R Square				
F Statistics	26,4424			
F Test Significance	0.000			

The regression coefficient value for perceived organizational support is positive with a t-test significance value of less than 0.05. This shows that the Perceived organizational support

variable has a significant positive effect on the Affective Commitment variable. The magnitude of the influence of the independent variable on the dependent variable indicated by the value of total determination (Adjusted R Square) of 0.247 means that 24.7% of variations in affective commitment are influenced by variations in perceived organizational support, while the remaining 62.6% is explained by other factors. which is not included in the model.

Table 3. Results of Regression Analysis Variable M

	Coefficients	Error	t count	Sig. test t
(Constant)	34.0904	9.9045	3.4419	0.0015
Perceived organizational support (X)	0.5368	0.2604	2.0613	0.0468
R Square	0.1083			
F Statistics	4.2488			

The regression coefficient value for perceived organizational support is positive with a t-test significance value of less than 0.05. This shows that the Perceived organizational support variable has a significant positive effect on the job satisfaction variable. The magnitude of the influence of the independent variable on the dependent variable indicated by the total determination value (Adjusted R Square) of 0.1083 means that 10.8% of the variation in job satisfaction is influenced by variations in perceived organizational support, while the remaining 89.2% is explained by other factors that are not incorporated into the model.

Table 4. Path Analysis Results PerceivedOrganizational Support(X),Job Satisfaction

Influence Variable	Influence Direct	Indirect Through Job Satisfaction (Y1) (B1xB3)	Total
X → M	0.5368	-	0.5368
X → Y	0.9015	0.4839	1.3844
M → Y	0.247	-	0.247

The direct impact of Perceived Organizational Support (X) on Job Satisfaction (M) is 0.5368. The Affective Commitment variable is driven by means of perceived organizational support (perceived organizational support) from job satisfaction. Meanwhile, the direct effect of Perceived Organizational Support (X) on Affective Commitment (Y) is 0.9015 and the indirect effect is 0.4839. So the overall impact of perceived organizational support on affective commitment through job satisfaction is 1.3844.

The results of hypothesis testing the effect of Perceived Organizational Support on emotional commitment obtained a significance value of 0.000 and a beta coefficient value of 0.9015. The significance value is 0.001 & lt; 0.05 indicates that H0 is rejected and H1 is accepted. These results can be interpreted that the perception of organizational support has a positive and significant effect on emotional involvement (Affective Commitment) at PT. Aerofood ACS Deli Serdang. This means that the higher the organizational support felt by an employee by the company, the greater the employee's emotional attachment to the company. The results of this study support the findings of Aggarwal Gupta et al. (2010). Which has found that awareness of organizational support has a positive impact on emotional commitment.

Research by Fernandez et al. (2014) explained that awareness of organizational support has a positive effect on emotional commitment. A survey conducted (Tumwesigye, 2010) stated

that awareness of organizational support affects emotional engagement. (Eisenberger, 2002) found in his study that POS (Perceived Organization Support) has a positive impact on organizational commitment. Mangun J. (2012) stated that there is a positive and important relationship between organizational support and emotional involvement.

Based on the results of the analysis of organizational work support perceptions, obtained a significant difference of 0.000 and a beta factor of 0.5368. Significance value 0.000 & lt; 0.05 indicates that H0 is rejected and H2 is accepted. The results obtained indicate that the perception of organizational support (Perceived Organizational Support) has a positive and significant effect on job satisfaction at PT. Aerofood ACS Deli Serdang, where the higher the organizational support provided by the company, the more employee job satisfaction will be felt. This shows that perceived organizational support can lead to employee job satisfaction.

The results of this study are consistent with the results of previous research conducted by organizations that have identified their support as a global belief in their care and assessment of well-being (Eisenberger, 2002). (Novira, 2015) Along with the consideration of employee welfare in the organization, this leads to job satisfaction. (Paille et al., 2010) describes the impact of perceived organizational support (POS) on job satisfaction. High employee awareness of organizational support increases employee job satisfaction (Robbins, 2015). The results of research conducted by (Filipova, 2011) show that there is a positive and significant relationship between awareness of organizational support and job satisfaction.

Based on the results of the analysis of the effect of job satisfaction on affective commitment, the beta coefficient value is 0.247. Significance value 0.000 <0.05 indicates that H0 is rejected and H3 is accepted. This result means that job satisfaction has a positive and significant effect on affective commitment at PT. Aerofood ACS Deli Serdang. This means that employees who have a high sense of job satisfaction will automatically create commitment by wanting to stay with the organization itself. This study supports in part the consequences of the past exploration led by (Oyewobi et al., 2012) on the number of appraisers in Nigerian public administration which showed that there is a positive relationship between job fulfillment factors and authoritative responsibilities. Adekola (2012) points out that the consequences of many direct relapse investigations have a positive relationship between job fulfillment and authoritative responsibilities. Similar results were also revealed in an exploration led by Tania and Sutanto (2013) that job fulfillment has an impact on emotional responsibility.

This study supports the testing of De Conmick and Will in Widyanti et al. (2004) which states that the fulfillment of positions is a major indicator of the obligations of workers to the company. (Ramayah, 2015) in his research shows that the fulfillment of work which is described in the fulfillment of compensation, promotion, management and participation among workers has a very large influence in deciding the obligations of association. This implies that the higher the job satisfaction felt by the employees, the higher the fulfillment of the workers in expanding their authoritative responsibilities and vice versa, the lower the job fulfillment felt by the employees, the lower the fulfillment of the workers to improve their performance (Dana Pramitha et al., 2010) .

The consequences of this study support the theory used as motivation to theorize that impressions influence the effect on obligations, in addition job satisfaction may interfere with the relationship between perspectives on legitimate favors and obligations. When employees feel

support from the company and are accompanied by high job satisfaction, it can basically increase emotional responsibility. This shows that the results of the exploration strengthen the hypothesis used. The hypothesis used in this exploration is the Social Exchange Theory or the social trading hypothesis. In light of past testing, that social measure hypothesis is upheld in this review, as all speculated to have a positive and critical impact. Trading can occur when two meetings between employees and the company can give something to the next party. In this way, employees will play an additional role when they have been handled well by the company, and they will act more often and be more empathetic towards the company.

The consequences of this study are centered on the value and benefits of exploration results to increase Affective Commitment to PT. Aerofood ACS Deli Serdang through Perceived Organizational Support and job fulfillment. This inspection is also expected to be taken into consideration in deciding to reduce the frequency of problems that will occur. Assuming PT. Aerofood ACS Deli Serdang can offer appropriate perceived organizational support (POS) to its employees, so that workers will have a high emotional obligation to follow directions in working at PT. Aerofood ACS Deli Serdang and its employees will feel satisfaction in working and serving to achieve goals.

Aerofood ACS Deli Serdang through Perceived Organizational Support and job fulfillment. This inspection is also expected to be taken into consideration in deciding to reduce the frequency of problems that will occur. Assuming PT. Aerofood ACS Deli Serdang can offer appropriate perceived organizational support (POS) to its employees, so that workers will have a high emotional obligation to follow directions in working at PT. Aerofood ACS Deli Serdang and its employees will feel satisfaction in working and serving to achieve goals. Aerofood ACS Deli Serdang through Perceived Organizational Support and job fulfillment. This inspection is also expected to be taken into consideration in deciding to reduce the frequency of problems that will occur.

Assuming PT. Aerofood ACS Deli Serdang can offer appropriate perceived organizational support (POS) to its employees, so that workers will have a high emotional obligation to follow directions in working at PT. Aerofood ACS Deli Serdang and its employees will feel satisfaction in working and serving to achieve goals. Aerofood ACS Deli Serdang can offer appropriate perceived organizational support (POS) to its employees, so that workers will have a high emotional obligation to follow directions in working at PT. Aerofood ACS Deli Serdang and its employees will feel satisfaction in working and serving to achieve goals. Aerofood ACS Deli Serdang can offer appropriate perceived organizational support (POS) to its employees, so that workers will have a high emotional obligation to follow directions in working at PT. Aerofood ACS Deli Serdang and its employees will feel satisfaction in working and serving to achieve goals.

CONCLUSION
1. Perceived organizational support positive and significant effect on employee job satisfaction at PT. Aerofood ACS Deli Serdang.
2. Perceived organizational support positive and significant effect on affective commitment.
3. Perceived organizational supportwhich has a positive and critical impact on the fulfillment of jobs at PT. Aerofood ACS Deli Serdang.

4. Perceived organizational support seen to have a positive and large impact on full sense of responsibility.
5. Job satisfaction has a positive and critical effect on Affective Commitment at PT. Aerofood ACS Deli Serdang.
6. Job satisfaction is the factor that mediates the real hierarchical support for authoritative responsibilities at PT. Aerofood ACS Deli Serdang.
7. PT. Aerofood ACS Deli Serdang should focus more on any complaints/protests felt by employees by offering assistance to workers and appreciating the commitment to execution of work with the aim of creating a feeling of importance and a sensation of joy, and workers feel they are seen as significant by the organization.
8. PT. Aerofood ACS Deli Serdang must focus on administrative style, for example being firm and reasonable with employees and helping direct them, so that job fulfillment will remain at the best point which will directly affect the implementation of work (operations) in the organization.

REFERENCES

Arshadi, N., & Hayavi, G. (2013). The Effect of Perceived Organizational Support on Affective Commitment and Job Performance: Mediating Role of OBSE. Procedia - Social and Behavioral Sciences.
https://doi.org/10.1016/j.sbspro.2013.06.637

Babakus, E., Cravens, DW, Johnston, M., & Moncrief, WC (1996). Examining the role of organizational variables n the salesperson job satisfaction model. Journal of Personal Selling and Sales Management.
https://doi.org/10.1080/08853134.1996.10754062

Eisenberger, R. (2002). Reaprocation of Perceived Organizational Support. Journal of Applied Psychology, 86(1).

Filipova. (2011). Relationship among ethical Climates Perceived Organizational Support and intention to Leave for Licensed Nurses and Skilled Nursing Facilities. Journal of Applied Gerontology, 20(10), 1–23.

Fuller, JB, Barnett, T., Hester, K., & Relyea, C. (2003). A social dentity perspective on the relationship between perceived organizational support and organizational commitment. Journal of Social Psychology.
https://doi.org/10.1080/00224540309600432

Hasan, L. (2012). The Influence of Job Satisfaction and Discipline on Organizational Commitment of Employees of the Department of Industry, Trade, Mining and Energy, Padang City. Journal of Management and Entrepreneurship, 3(1), 2086–5031.

Luthans, F. (2008). Organizational behavior. United satates. McGraw-Hill.

Novira, L. and SM (2015). The effect of perceived organizational support on organizational citizenship behavior with job satisfaction as an intervening variable. Management Analysis Journal, 4(3), 181–188.

Oyewobi, LO, Suleiman, B., & Muhammad-Jamil, A. (2012). Job Satisfaction and Job Commitment: A Study of Quantity Surveyors n Nigerian Public Service. International Journal of Business and Management.

https://doi.org/10.5539/ijbm.v7n5p179

Paillé, P., Bourdeau, L., & Galois, . (2010). Support, trust, satisfaction, intention to leave and citizenship at organizational level: A social exchange approach. International Journal of Organizational Analysis.
https://doi.org/10.1108/19348831011033203

Parwita, Gde Bayu Surya, . WGS and PS (2013). The Effect of Job Satisfaction on Organizational Commitment and Work Discipline. E-Journal of Economics and Business Udayana University, 2(11), 737–760.

Ramayah, TAMN (2015). Job satisfaction and organizational commitment: differential effects ror men and women. Journal of Management and Business, 5(1), 75–90.

Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: A review of the literature. Journal of Applied Psychology.
https://doi.org/10.1037/0021-9010.87.4.698

Robbins, SP and TAJ (2015). Organizational Behavior Edition 16 translation. Jakarta: Four Salemba.

Tumwesigye, G. (2010). (Not helping much) The relationship between perceived organizational support and turnover intentions on a developing country : The mediating role of organizational commitment. African Journal of Business Management.