

THE ROLE OF AFFECTIVE COMMITMENT IN MEDIATEING THE RELATIONSHIP BETWEEN PERCEIVED ORGANIZATIONAL SUPPORT AND EMPLOYEE RETENTION

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ABSTRACT

This study aims to analyze the influence of perceived organizational support on employee retention, which is mediated by affective commitment. This research is quantitative research. The sampling technique uses the Roscoe formula. The sample in this study consisted of 60 people who worked in digital marketing companies in Purwokerto. Data analysis uses the SPSS application with regression analysis techniques, classical assumption tests, validity and reliability analysis, and Sobel tests. The research results show that POS has a positive and significant effect on employee retention, POS has a positive and significant effect on affective commitment, and affective commitment can mediate the relationship between POS and employee retention.

Keywords: *perceived organization support, employee retention, affective commitment.*

1. Introduction

The success of an organization is influenced by several factors. One very important factor is employee affective commitment. Nowadays, technological developments and flexible work trends have changed traditional ways of working (Nandan, S et.al., 2018). Employees may no longer feel connected to the organization physically or emotionally as they did in the past. Therefore, it is important to explore how changing work paradigms affect employees' emotional commitment and how organizations can adapt to these changes. This is useful for achieving organizational goals Dhar, R. L. (2015).

Affective commitment is one aspect of organizational commitment which refers to the level of emotional attachment of employees to the organization where they work (Meyer & Allen 1991). Employees who have a high level of affective commitment tend to be more committed to remaining working in the same organization for a longer period of time. This usually arises when employees feel that the organization meets their personal needs and values (Arasanmi and Krishna, 2019). Affective commitment can help companies plan employee retention strategies.

The current phenomenon is that companies have to face challenges that continuously arise nowadays, one of which is employee retention. Increased employee mobility in the current digital era. Employees find it easier to access information about the company and other job opportunities

and changes in employees' expectations of the company will affect their commitment to the organization. Therefore, it is very important for companies to understand the factors that cause employee turnover (Yukongdi, V., & Shrestha, P. 2020). Apart from that, the current phenomenon that work being flexible, where you don't have to work in the office, reduces employees' intention to quit (Bloom, N., et al 2015). But this is contrary to the fact that there is a lot of employee turnover experienced by companies today.

Based on the explanation above, research is important to find out strategies for retaining employees. Through affective commitment, it is hoped that the company can do this. Apart from that, basically, employee retention cannot develop on its own without determining factors that can influence it. One of the factors that can influence it is Perceived Organizational Support (POS). Perceived organizational support (POS) is explained as employees' perceptions of the extent to which the organization provides support for their needs and well-being. POS functions to fulfill socio-emotional needs and leads to affective commitment (Eisenberger et al., 1986). Therefore, organizations must actively meet employee expectations to encourage employee engagement. Moreover, skilled employees (Arasanmi & Krishna, 2019).

Research conducted by Khan, N. A., et al (2021) found that POS has a significant influence on employee retention. This research is supported by research conducted by Chan, K. (2019), but there are differences in the results of research conducted by Irianto, D. (2018) which found that POS had no effect on employee retention. Based on this background phenomenon and also based on differences in previous research results, researchers will conduct research with the title "**The Role of Effective Commitment in Mediating the Relationship Between Perceived Organizational Support and Employee Retention**".

2. Literature Review

2.1 Social Exchange Theory

This research is based on social exchange theory (Social Exchange Theory) put forward by Blau in 1986. It is emphasized that social exchange theory is a theoretical framework that aims to explain how employees complement each other. Similar to social learning theory, social exchange theory also posits that there is a reciprocal relationship between behavior and the environment. Social exchange theory is a broad conceptual paradigm that includes a number of social science disciplines, such as management, social psychology, and anthropology (Cropanzano, R et., al 2017). This theory is often used to conceptualize many exchange relationships, including relationships between employees and superiors, because it also explains how social interactions in the workplace lead to the exchange of resources, knowledge, time and emotional support.

2.2 Employee retention

Employee retention is the process by which employees are motivated to stay in the organization for a longer period of time (Griffeth & Hom, 1995). According to Singh and Dixit (2011), employee retention refers to different strategies and practices which enable employees to adhere to institutions for a longer period of time. The problem of low retention is not new in an organization, it has always been a challenge for employers (Mathimaran & Kumar, 2017). Ragupathi (2014) argues that employee retention refers to the process by which employees are

motivated to remain in the organization until the completion of a project or the end of a specified period of time.

2.3 Affective commitment

Affective commitment is an attitude towards an organization that connects a person's personality with the organization emotionally (Sheldon, 1971). Moussa (2013) defines the affective aspect as an increasingly aligned cycle of individual and organizational attention. Affective commitment can increase employee satisfaction when the organization meets its goals, which in turn will make employees stay with the organization. According to Allen and Meyer (1991), experience in organizations that “meet employees' needs to feel comfortable in the organization and competent in work roles, develop affective commitment.

2.4 Perceived organizational support (POS)

POS is employees' general belief that the organization values their contributions and cares about their well-being (Eisenberger et al., 1986). According to Robbins (2008), perceived organizational support is the degree to which employees believe the organization values their contributions and cares about their welfare. When management does not support employees, employees can view these tasks as unpleasant and produce ineffective work results for the organization. Based on this definition, it can be concluded that POS is the extent to which employees feel organizational support for their contribution to the organization and the organization's concern for employee welfare, which will influence employee support for their organization (Godfrey, 2010).

2.5 Perceived organizational support (POS) on employee retention

Research conducted by Khan, N. A., et al (2021) found that there is a positive relationship between perceived organizational support (POS) and employee retention. This is in line with research conducted by Chan, K. (2019), and Aprillia, F., & Mukti, A. H. (2018) which found that POS has a positive relationship with employee retention. Employees who feel their organization provides strong support tend to have higher levels of organizational commitment. POS creates an emotional bond between employees and their organization, because they feel valued, supported, and considered important by the company (Godfrey, 2010). Organizational support gives employees a sense of security and confidence that their efforts are recognized and appreciated. This encourages employees to be actively involved in their work and strive to achieve organizational goals (Krishnan and Mary, 2012). This makes employees more likely to remain in the organization for a long term.

H1: Positive relationship between Perceived Organizational Support (POS) and Employee Retention

2.6 Perceived organizational support (POS) on affective commitment

Research conducted by Arasanmi & Krishna, (2019) found that there is a positive relationship between perceived organizational support (POS) and affective commitment. This research is in line with research conducted by Bae, S. (2021), and Bouraoui, K., et al (2019) which suggests that there is a strong relationship between perceived organizational support (POS) and affective commitment. Increasing POS levels among employees has a direct impact on professional self-

concept, emotional ownership, optimism, and self-efficacy levels, which are important for increasing organizational commitment (Labrague et al., 2018). Organizational support can improve working relationship conditions and improve interpersonal relationships between employees and their coworkers. This can create a positive work environment and generate a feeling of desire to stay in the organization (Yusliza, M. Y ET AL., 2021).

H2: Positive relationship between Perceived Organizational Support (POS) and Affective Commitment

2.7 Affective commitment to employee retention

Research conducted by Pertiwi & Supartha, (2021) found a positive relationship between organizational commitment and employee retention. This research is in line with Wickramasinghe & Perera, (2022), and Al-Jabari, B. (2017), which states that affective commitment has a positive and significant effect on employee retention. Employees who have high affective commitment tend to feel emotionally connected and have a sense of responsibility towards the organization, so they are more likely to continue working at the organization rather than looking for another job elsewhere (Arasanmi and Krishna, 2019).

H3: Positive relationship between Affective Commitment and Employee Retention

2.8 Affective commitment mediates the relationship between perceived organizational support (POS) and employee retention

Research conducted by Arasanmi and Krishna (2019) found that organizational commitment can mediate the relationship between POS and employee retention. Affective commitment can be increased with organizational support. Organizational support as an employer branding attribute will influence employee commitment to remain with the organization (Eisenberger et al., 1986). Based on social exchange theory (Blau, 1964), employees have a great perception of being cared for, supported and appreciated by their organization. This makes them tend to behave in accordance with organizational rules. When individuals receive favorable treatment, they tend to respond positively and increase their commitment to the organization.

H4: Affective commitment mediates the relationship between perceived organizational support (POS) and employee retention

3. Research Methodology

3.1 Research design

This research is quantitative research. Determining the sample in this study used the Roscoe formula, the number of samples in this study was a minimum of 30 samples obtained from 3 research variables multiplied by 10. However, to avoid a low response rate, the number of questionnaires distributed to respondents was 60 questionnaires. The type of data used in this research is primary data. The data collection method used was a closed questionnaire distributed online. After the questionnaires have been collected, the completeness of the questionnaire results will be known and then analyzed using SPSS with regression analysis techniques, classical assumption tests, validity and reliability analysis, and sobel tests.

3.2 Measurement

This research uses a Likert scale to measure the variables Affective commitment, Perceived organizational support (POS) and employee retention based on relevant literature. Affective

commitment is measured using 6 indicators developed by (Eisenberger et al. 1986). Perceived organizational support (POS) is measured using 6 indicators developed by (Eisenberger et al. 1986). Employee retention is measured using 5 indicators developed by (Mathis & Jackson 2004).

4. Results

4.1 Validity test

A questionnaire is said to be valid if the questions in the questionnaire are able to reveal something that the questionnaire will measure (Ghozali, 2016). Based on the SPSS output results, it can be seen that the calculated *r* value for each statement or question item on the variables Perceived organizational support (POS), Affective commitment and Employee retention are all declared valid because the Pearson Correlation value is at least 0.416, so that it meets the validity requirements with the calculated *R* value > *R* table, with *df* *N*-*k* (54-3) it is known that the *R* table value is 0.2144.

4.2 Reliability Test

According to Ghozali (2016), a questionnaire is said to be reliable if a person's answers to questions are consistent or stable over time. A construct or variable is declared reliable if it provides a Cronbach Alpha value > 0.60.

Reliability Test Results

No	Variabel	Cronbach's Alpha	Keterangan
1	<i>Perceived organizational support (POS)</i>	0,731	Reliabel
2	<i>Employee retention</i>	0,689	Reliabel
3	<i>Affective commitment</i>	0,768	Reliabel

Based on the table above, it can be seen that the Cronbach's Alpha value for each variable is greater than 0.60, indicating that the indicators used in the statement for each variable are declared reliable.

4.3 Normality test

In this study, the residual normality test was used using the Kolmogorov-Smirnov (K-S) test. The data is said to be normal if $\text{Sig.} \geq \alpha = 0.05$. Based on the results of the normality test carried out by researchers, it is known that the significance value shows 0.200. The significance value is $0.200 > 0.05$. Thus, it can be concluded that the circulating data is normal and the regression model is suitable for use in further analysis.

4.4 Heteroscedasticity Test

A good regression model is one where heteroscedasticity does not occur (Ghozali, 2016). To determine heteroscedasticity, you can use the Glejser test. Based on the output of data tests that have been carried out by researchers, it is known that in the regression model there are no symptoms of heteroscedasticity because the sig value of the Perceived organizational support (POS) variable is $0.261 > 0.05$ and the sig of the Affective commitment variable is $0.826 > 0.05$.

4.5 Multicollinearity Test

Detecting symptoms of multicollinearity in the research model can be seen from the tolerance value or Variance Inflation Factor (VIF) value. The tolerance limit is > 0.10 and the VIF limit is < 10.00 , so it can be concluded that there is no multicollinearity between the independent variables. Based on the output of data tests that have been carried out by researchers, it is known that the VIF (Variance Inflation Factor) value for the number of Perceived organizational support

(POS) variables is 1.442 and Affective commitment is 1.442, so all variables have a VIF value smaller than 10, which means that the regression model formed is not multicollinear symptoms occur.

4.6 Partial Influence Test (t test)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.653	.475		3.479	.001
	Percieved organizational support (POS)	.613	.111	.588	5.532	.000

a. Dependent Variable: Employee retention

Based on the results of the regression test between the variable perceived organizational support (POS) and employee retention, a sign value of $0.00 < 0.05$ was obtained, so it can be concluded that there is a significant relationship between POS and employee retention. With a regression coefficient value of 0.613 and a positive value, it can be concluded that the relationship between the two variables is positive. So, the first hypothesis is accepted.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.017	.437		4.610	.000
	Percieved organizational support (POS)	.517	.102	.554	5.065	.000

a. Dependent Variable: Affective commitment

Based on the results of the regression test between the variable perceived organizational support (POS) and affective commitment, a sign value of $0.00 < 0.05$ was obtained, so it can be concluded that there is a significant relationship between POS and affective commitment. With a regression coefficient value of 0.517 and a positive value, it can be concluded that the relationship between the two variables is positive. So the second hypothesis is accepted.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.101	.462		2.384	.020
	Affective commitment	.750	.109	.671	6.896	.000

a. Dependent Variable: Employee retention

Based on the results of the regression test between the variables affective commitment and employee retention, a sign value of $0.00 < 0.05$ was obtained, so it can be concluded that there is a significant relationship between affective commitment and employee retention. With a regression coefficient value of 0.750 and a positive value, it can be concluded that the relationship between the two variables is positive. So, the third hypothesis is accepted.

4.7 Mediation Test

The Sobel test is an analytical tool to test the significance of the indirect relationship between the independent variable and the dependent variable, which is mediated by the mediator variable. This

test measurement can be seen from a Z value greater than 1.96 (with a confidence level of 95 percent). This shows that the measured mediator variable significantly mediates the relationship between the dependent variable and the independent variable.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.529	.481		1.100	.276
	Perceived organizational support (POS)	.325	.115	.312	2.820	.007
	Affective commitment	.558	.123	.499	4.515	.000

a. Dependent Variable: Employee retention

To test the significance of the indirect effect, the z value of the ab coefficient is calculated using the following formula:

$$S_{ab} = \sqrt{b^2 sa^2 + a^2 sb^2 + sa^2 sb^2}$$

$$S_{ab} = \sqrt{0,003239431056 + \sqrt{0,004043815281} + \sqrt{0,000157402116}}$$

$$S_{ab} = \sqrt{0,007440648453} = 0,086$$

$$Z = \frac{ab}{S_{ab}} = \frac{0,517 \times 0,558}{0,086} = 3,354$$

Based on the Sobel test results above, it shows that the calculated Z value is 3.354 > 1.96. This means that positive commitment is a variable that mediates perceived organizational support (POS) for employee affective retention, or in other words, POS has an indirect effect on employee retention through affective commitment.

5. Discussion

5.1 The effect of perceived organizational support (POS) on employee retention

The research results show that there is a positive and significant influence between perceived organizational support (POS) on employee retention. Companies try to retain their employees by making them feel they have strong support, thereby creating an emotional bond between employees and the organization (Godfrey, 2010). This makes employees motivated to remain in the organization and try to achieve organizational goals. This research is in line with Chan, K. (2019) who found that POS has a positive relationship with employee retention.

5.2 The influence of perceived organizational support (POS) on affective commitment

The research results show that there is a positive and significant influence between perceived organizational support (POS) on affective commitment. Employees feel that their organization provides support for them, thereby increasing trust, a sense of loyalty and commitment to the organization. This can improve the conditions of working relations and improve interpersonal relationships between employees and will create a positive work environment and generate a feeling of desire to stay in the organization (Yusliza, M. Y ET AL., 2021). The research is in line with Social exchange theory (Blau, 1964) and research conducted

by Bouraoui, K., et al (2019) which suggests that there is a significant influence between perceived organizational support (POS) and affective commitment.

5.3 The influence of perceived organizational support (POS) on affective commitment

The research results show that there is a positive and significant influence between affective commitment on employee retention. Affective commitment is an important factor that influences employee retention in an organization. Employees who have high affective commitment tend to feel emotionally connected and have a sense of responsibility towards the organization, so they are more likely to continue working in the organization rather than looking for another job elsewhere (Arasanmi and Krishna, 2019). This research is in line with Wickramasinghe & Perera, (2022) which states that affective commitment has a positive and significant effect on employee retention.

5.4 Affective commitment mediates the relationship between perceived organizational support (POS) and employee retention

The results show that affective commitment mediates the relationship between POS and employee retention. Affective commitment is an important dimension of employee commitment to an organization that involves a strong emotional attachment to the company where they work. POS plays a role in forming affective commitment. Employees who feel positively supported by their organization will tend to have higher affective commitment. In this context, affective commitment acts as a mediator that connects POS with employee retention, because higher affective commitment will encourage employees to stay in the organization. This is in accordance with Social exchange theory (Blau, 1964). This research is in line with research conducted by Arasanmi and Krishna, (2019) who found that organizational commitment can mediate the relationship between POS and employee retention.

6. Conclusion

In conclusion, research shows that perceived organizational support (POS) has a positive and significant impact on employee retention and affective commitment. POS influences the level of emotional attachment to the company and increases commitment to the organization. Apart from that, affective commitment has also been proven to be an important factor that influences employee retention, because employees who have strong emotional commitment tend to be more loyal to the organization. Furthermore, the research results show that affective commitment mediates the relationship between POS and employee retention. These findings are in line with social exchange theory and previous research, which states that organizations that provide positive support to employees will tend to have higher retention rates and more loyal employees.

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