



Affective Commitment in Questions; Does LMX, POS, and Job Satisfaction being Answer?

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ABSTRACT

This study aims to examine the role of leaders-members exchange and perceived organizational support influence affective commitment, and job satisfaction as mediator. We use stratified proportionate random sampling as data collecting technique then analyze by assisting PLS Smart 3.3 Software. We found the direct effects among LMX and POS on affective commitment and job satisfaction were significant and positively, but surprisingly affective commitment not significantly affected by job satisfaction, and mediating impact of job satisfaction almost have no contributions in the relationship between our predictor variables to outcome.

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1. Introduction

In the mid of globalizations, companies has facing stretch competitions to be more advantage and sustainable, result in needed consistency from employees to stay loyal and has high commitment (Hassan & Jagirani, 2019). Beside it, to retain employee that was gold asset for company is very possible, because to gain potential employee need serious effort and will spending at least USD 1000/ person (Westover, 2014). When company lost their established employee, it will impacting on companies loss of operation, sales, even their customer relationship, because companies has given funded for training and cost related employee development until their come to the operations phase that met company expectation and goals (Herschell et al., 2020). Organizational commitment is very important especially for banking employee to see and measure as far as employee loyalty to the company (Ofori et al., 2012), and as far employee has intention to maintain their membership in the organizations (Luz et al., 2018). Employee has high commitment look as mover or stronger to attaining companies goal, in which commitment that owned by employee is representation of loyalty, and as sustaining process which show their attention to company success (Al-Hussami, 2008). On the other hand, employee with high commitment will be able to show optimal performance, contribute maximally and be valuable (Gul et al., 2012). They will continuously membership in the organization, when they feel must be there for a long time (Ahmad et al., 2015). There are several factors affects employee decision to stay, such as relationship quality with the leaders (Almasradi et al., 2018), perceived organizational support (Tjahyono & Christanto, 2017), and job satisfaction (Gustiyana et al., 2019). The relationship quality with the leaders has given prestige to the employee who make them all stay in (Almasradi et al., 2018).

Leader-Member Exchanged (LMX) is an effective predictor to increase employee affective commitment (Almasradi et al. 2018). There are several reasons why LMX may reduce employee intention to leave and stay commit to their organizations, LMX encouraging positive psychological contract between the leader and their followers (Michael, 2014). Positive psychological contract can be defined as a set of reciprocal obligations that involve mutual expectations, and enhance employee organizational identification (Brunetto et al., 2012). Beside it, the relationship quality between leaders and their followers may also has a positive relationship with an appropriate performance (Hidayat & Lukito, 2020), and follower roles which reflects genuine commitment (Casimir et al., 2014), and generate more positive feedback (Tse & Lam, 2008). In addition, a bad relationship caused by inappropriate words and actions from the leader will impact distrust between subordinates and leader, and lead to decreasing level of commitment to an organization until they really out (Hidayat et al., 2021). Garg and Dhar (2016) found that leader-member exchanges has given significant and positive effect on employee affective commitment, and it support previous study by Leow and Khong (2009). In terms of strengthening employee affective commitment, opinion of Eisenberger et al. (2001) reveals that it also reinforced by perceived organizational support (POS). Syahrul (2018) argue high support levels of management and leaders that employees perceived clearly create obligations to exhibit sportsmanship, diligently, and willingness which is representing their loyalty (Mujiasih, 2015).

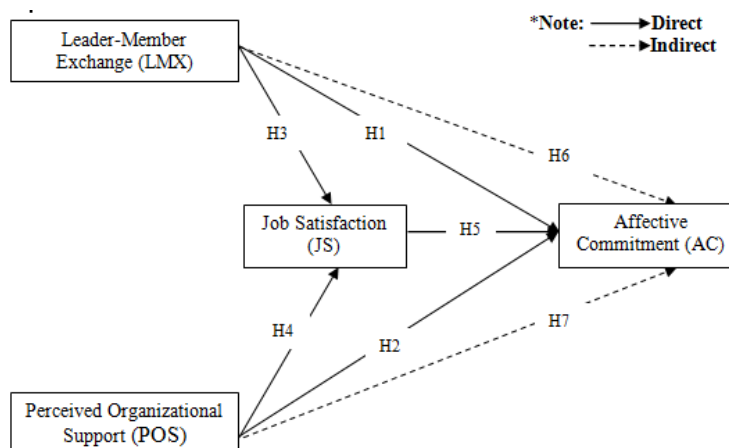


Fig 1 Conceptual Framework

The organizational support to employees can be seen through employee behavior at workplace (Ugwu et al., 2018), those who are truly satisfied with management support will reflect positive traits such as high levels of productivity, creativity, and performance (Eisenberger et al., 2001), but dissatisfied employees will reflect negative traits such as being absent, not appreciating management, or look for problems around (Adhan et al., 2019). Employee satisfaction is representative of their feeling as a whole in their organization, high level on it will give positive feedback to enrich and strengthen the relationship between leaders and subordinates (Hidayat et al., 2021). Research by Huning et al. (2020) found positive relation and significant mediating impact of job satisfaction on the relationship between LMX and affective commitment, strength and harmonization between leaders and subordinates created by the degree of job satisfaction both. Furthermore, perceived organizational support creates high loyalty, and encourage employees willing and genuinely committed to the company they work for (Zhang et al., 2019).

2. Procedures

Initially, we identified a problem related to employee poor commitment, in which almost every year there was an increase voluntarily out. Referring to the phenomenon that was ascertained when author's direct visit, we determined several related variables and specifically considered influences company strange situations. We measure affective commitment of employees referring to eight indicators by Allen and Meyer (1990), twelve indicators for job satisfaction was taken from the study of Samuel et al. (2014), Ten statement in the LMX variable was adopted from Liden and Maslyn, (1998) revised by Maslyn and Uhl-Bien (2001). Then, six indicators of perceived organizational support sourced from Eisenberger et al. (2001). We used stratified proportionate random sampling as data collecting technique, its aim to subdivide populations based on each division, in which referring to formula of Dunn et al. (2003) to calculate the size for each division. In order to sampling prefers, we focus on permanent employee. The questionnaires distributions process throughout paper, and we received 143 feedbacks. Then, PLS Smart 3.3 Software was assist for data analysis.

3. Results and Discussion

3.1 Participant Identity

The majority of the sample were male (68.53%) with a mean age ranging between 21 to ≥ 40 years. 16.08 percent were under ranging 21 to 30 years of age, 53.15 ranging 31 to 40 years, and 30.77 over than 40 years. Marital status of respondent married with 87.41 percent, 11.89 percent single, and 0.70 widower. The education level reported was 77.62 percent at the bachelor level, 6.99 percent at diploma level, 13.99 master level, and both 0.70 percent at doctoral and senior high or vocational school. Most of our respondent feel they work placement is match (92.31%), and 7.69 percent states not match. Even 41.96 percent of our respondent said they never promotes, 11.19 percent on process, and 46.85 percent respondent state that they have been promoted.

Table 1.
Participant Identity

Characteristic	Classifications	%	Characteristic	Classifications	%
Gender	Male	68.53	Work Placement	Match	92.31
	Female	31.47		Not Match	7.69
Ages	≤ 20	0	Length of Work	<1 Year	3.50
	21-30	16.08		1-5 Years	13.99
	31-40	53.15		6-10 Years	16.08
	> 40	30.77		>10 Years	66.43
Marital Status	Married	87.41	Job Promotion	Ever	46.85
	Single	11.89		Never	41.96
	Widow	0		On Process	11.19
	Widower	0.70	Education	SHS/VHS	0.70



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Characteristic	Classifications	%	Characteristic	Classifications	%
Monthly Income	< IDR 3 million	3.50		Diploma III	6.99
	IDR 3 – 5 million	11.89		Bachelor	77.62
	IDR 5 – 8 million	34.97		Master	13.99
	> IDR 8 million	49.65		Doctoral	0.70

Our participants earn more than IDR 8 million as many as 49.65 percent, 34.97 percent ranging IDR 5 to 8 million, ranging IDR 3 to 5 million as many as 11.89 percent, and 3.50 percent was earned less than IDR 3 million. Dominantly experiences more than 10 years as many as 66.43 percent, 16.08 percent in ranges 6 to 10 years, 13.99 percent in ranges 1 to 5 years, and 3.50 percent less than a year of experience.

3.2 Descriptive Analysis

We were conducted descriptive analysis to measure how our participant give their responses to the indicators in variables proposed, then we sum as an average for generalize in variables shown. By using frequency distributions method for describing participant feel in the workplace (Sekaran & Bougie, 2016). Then, we calculates total participant response through formula of Sugiyono (2010).

Tabel 2.
Descriptive Analysis

Variable	Mean	TPR (%)	Classification
Affective Commitment (AC)	3,76	75,17	Good
Leader-Member Exchanged (LMX)	3,71	74,22	Good
Perceived Organizational Support (POS)	3,46	69,21	Good
Job Satisfaction (JS)	3,61	72,17	Good

With regard to affective commitment, Table 2 shows that all scores for descriptive on each variable tested, including affective commitment classified good with 75,17 TPR, 74,22% in leader-member exchanged with good classification, then perceived organizational support with 69,17% TPR score, and job satisfaction 72,17% good classification.

Tabel 3.
Validity dan Reliability

	Average Variance Extracted (AVE)	Cronbach's Alpha	Composite Reliability
Affective Commitment	0.727	0.946	0.955
Job Satisfaction	0.538	0.922	0.933
Leader-Member Exchanged	0.574	0.913	0.929
Perceived Organizational Support	0.653	0.891	0.918

3.3 Validity and Reliability

The validity test aims to see correct or not our indicators proposed to the research participants, Average Variance Extracted (AVE) score was established to validity measure, it should greater than 0,5 (Hair et al., 2010). Meanwhile, reliability used to measure consistency of indicators, it should greater than 0,7 for Cronbach's Alpha and Composite reliability scores (Hair et al., 2010).

Table 4.
Discriminant Validity

	Affective Commitment	Job Satisfaction	Leader-Member Exchanged	Perceived Organizational Support
Affective Commitment	0.853			
Job Satisfaction	0.616	0.733		
Leader-Member Exchanged	0.694	0.635	0.758	
Perceived Organizational Support	0.644	0.742	0.565	0.808

3.4 Fornell and Larcker Criterion

According to the Table 3 above, shown that each variables have AVE scores $\geq 0,5$, including: 0,727 in affective commitment, 0,538 in Job Satisfaction, 0,574 in LMX, and 0,653 for POS. In regard to Cronbach Alpha and Composite Reliability scores, almost all of our variables have excellent reliability with an average score $\geq 0,9$ and classified excellent (Table 3). Then, we ensure that our construct passed in discriminant validity. Table 4 showsscores of end construct was greater than previous construct, and over 0,7. So that, our score has passed in discriminant validity test.

3.5 Hypothesis Results

In hypothesis decisions, we refers to Hair et al. (2010) for p-value and t-value scores to establish significancy levels, $\leq 0,05$ p-value, and $\geq 1,64$ t-value stated significant relationship for one path analysis, Original sample (o) give us justifications for positive or negative relationship (Hult et al., 2015). If all requirement of hypothesis fulfilled, it will decide supported and vice versa. The hypothesis results seen in the Table 5 below.

Tabel 5.
Hypothesis Results

Relationships	Original Sample (O)	T Values	P Values	Information
Leader-Member Exchanged -> Affective Commitment	0.485	5.960	0.000	H1 = S
Perceived Organizational Support -> Affective Commitment	0.369	4.993	0.000	H2 = S
Leader-Member Exchanged -> Job Satisfaction	0.317	4.015	0.000	H3 = S



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Relationships	Original Sample (O)	T Values	P Values	Information
Perceived Organizational Support -> Job Satisfaction	0.563	7.110	0.000	H4 = S
Job Satisfaction -> Affective Commitment	0.088	0.952	0.171	H5 = NS
Leader-Member Exchanged -> Job Satisfaction -> Affective Commitment	0.028	0.840	0.201	H6 = NS
Perceived Organizational Support -> Job Satisfaction -> Affective Commitment	0.050	0.969	0.167	H7 = NS

In the Table 5 announce that leader-member exchange and perceived organizational support has positive and significant influences affective commitment with LMX t-value 5,960 and 4,993 > 1,64 for POS. Meanwhile, its predictor also significant and positively affects job satisfaction with LMX t-value 4,015 and POS t-value 7,110. But, surprisingly job satisfaction effect on affective commitment isn't significant with t-value 0,952 < 1,64, and indicate H5 not supported, while four of previous our hypothesis supported. Furthermore, when job satisfaction mediates the relationships of LMX and POS to affective commitment tested, we also found positive contributions but unfortunately insignificant, with LMX t-value 0,840 and 0,969 t-value of POS. Mediating impact job satisfaction stated that our H6 and H7 not supported.

3.6 Discussions

This study found that the harmonization of the relationship between leaders and members, then perceived organizational support has a positive and significant effect on employees' affective commitment. It is evident by 92.31% of employees feel that they have been trusted by management to work in employee's background by put them onto suitable workplace, and as many as 46.85% they get respect from the leadership by getting promotion opportunities, attention, and salary over than 8 million/ month (Table 1). Alshamrani (2017) said that commitment of employees increases when they feel receive more trust, respect and attention from the leaders. In regard to our finding in relationship between LMX and Affective commitment, we support previous result from Almasradi et al. (2018) and Alshamrani (2017). Furthermore, Casimir et al. (2014) said if leader-employee relationship is positive, it will lead them to positive work, and will affect their emotions in the form of commitment, because leader is an important representative of the organization (Hidayat et al., 2021). Furthermore, POS triggered by marital status and ages, we found that majority of our respondent married and has an age over than 31 years (Table 1). So that, they really appreciate what are the organizational support to their family and personality.

Kimura (2013) said, when employee has an age over than 31 and mostly their married, it categorized established and experiences employee. Affective commitment is one of important factors that created by perceived organizational support (Tjahjono & Christanto, 2017). When employee feel their got support, valuable, carry of the organization, it's automatically create emotional engagement (Syahrul, 2018). Our finding on POS to Affective commitment support previous result (Casimir et al., 2014; Harthantyo & Rahardjo, 2017). Affective commitment is the statement fully purpose to the organization, it not influenced by changing situation, but to fulfill the growth needs employee tend toward request anymore what they received at workplace. We found job satisfaction significant and positive affected by LMX and POS. COVID 19 pandemics also support this result, in which the difficulties to look another job make their really sensitive and appreciate management and leader effort (Hidayat et al., 2021). Chanana (2021) said that during tough time leaders in human resource are persistently evolving innovative, creative, and effective ways to satisfy the employees. Our result regarding job satisfaction affected by POS and LMX support several study (Alshamrani, 2017; Gustyana et al., 2019; Gutama et al., 2015). Job satisfaction of employee higher when their recognize and needs fulfillment by management and leader (Chanana, 2021; Hidayat et al., 2021).

In research Rivai (2015) found that job satisfaction significantly strengthen and increase employee affective commitment, but surprisingly we did not find the same thing, in which job satisfaction did not significantly affect employee affective commitment. Job satisfaction was also not found to be an appropriate mediator in the relationship between LMX and POS on affective commitment, with the category low mediation effect even barely mediating. These results were indicated, when employees satisfy with management and leaders, it doesn't guarantee will purely plan to maintain their membership. This statement was support previous result by Han et al. (2012). We analyze it might trigger by sixtyof participants never get promotions (Table 1), while majority of employees in the Bachelor's (strata 1), an age over than 31 years, and has an average work experience of more than 10 years (Table 1). Here it can be clearly seen that there is a desire of employees to develop their careers, so that basically they measure their commitment through their opportunities to develop and advance in position. It's also indicated employees desire to be recognized for their sacrifices, performance, and knowledge. The opinion of Bhardwaj et al. (2020) stated that employees who have ambitions for career advancement feel more courageous to out, because they self-worth feeling makes their commitment difficult to ensure. Most employees who often out of their current organization is smart and potential employees to continue and get a better career elsewhere (Hidayat et al., 2021). This is due to the slow and even lack of clarity of promotions, while employees with more than 10 years of experience feel that it is quite capabilities to get the opportunity (Table 1). As a result, the loyalty and motivation of employees be wanes, so that it will impact on commitment decreasing.

It is necessary to pay attention to the close relationship of leaders and subordinates, where the quality of the relationship between leaders and subordinates can make employees feel important in the organization, and that the right encouragement from their leaders can inspire employees to dedicate more efforts to the organization (Hidayat et al., 2021). In addition, there is a sense of pride for employees when they are close with leaders, such as a prestige to improve their image in a wider environment (Garg & Dhar, 2014). A sense of emotional attachment has been felt by employees when they feel they've got a lot of benefits, knowledge and experience from their leaders and management overall (Carlson et al., 2017). Affective commitment requires a psychological attachment to a relationship, where employees who are genuinely committed to their organization view their personal work relationships as compatible with organizational goals and values (Hassi, 2019). Affective commitment has positively influenced several attitudes and behaviors related to work such as job satisfaction and organizational support (Hassi, 2019; Rivai, 2015; Sudarma & Murniasih, 2016; Syahrul, 2018).



4. Conclusion

Problems related to employee behavior that often indicate their weak commitment have been indicated in the banking sector. Meanwhile, it is necessary to evaluate the quality of the relationship between leaders and followers, management supports, and suiting sacrifices and treatment that employee receive at the work place. We have found several results that are expected to be taken into consideration for the banking industry, especially banks managed by local governments, in which the quality relationship between leaders and followers, and employee perceived organizational support strongly affect their affective commitment. Meanwhile, POS and LMX also help management to achieve optimal employee satisfaction. However, we found promotion policy had the greatest impact among established employees. Our results indicate that established employees measure their job satisfaction by how open they are to getting promoted. The effect of LMX and POS on affective commitment is stronger directly than when mediated by job satisfaction. It's cause of leader touch gives them a sense of pride and pleasure. In addition, the organizational support they feel such as office facilities, training, and compensation also has a direct positive impact on affective commitment. There is no much literacy we found to support research findings, but we recommend to the leaders and management to be fair and transparent in promotions. We also suggesting to revises promotion policy, because it supposes to take based on competitive selections, intellectualities, and employee healthy.

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