
The Impact of Organizational Support on Employee Work Commitment in Higher Education

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Abstract

This research aimed to determine the effect of organizational support on employee work commitment. The research method used was a quantitative method with correlational descriptive techniques. The research population consisted of 89 civil servants at the *Institut Seni Indonesia Padang Panjang*. The research sample consisted of 81 people who were determined using the stratified proportional random sampling technique and the Slovin formula. The data collection technique used in this research was a Likert scale questionnaire with five alternative answers. In addition, the data analysis technique used was product-moment correlation and simple linear regression analysis, which was analyzed using the SPSS program. The results showed that organizational support had a positive and significant effect on employee work commitment by 24.6%. The rest is affected by other variables. This research implied that institutions need to increase organizational support so employees can work with high commitment.

Keywords

Higher education,
organizational support, work
commitment

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Introduction

It is necessary to have quality human resources to produce a qualified university. Qualified human resources can produce good quality in educational institutions if it is carried out with a full commitment to developing innovation. One of the human resources in tertiary institutions that plays a direct role in improving the quality of higher education services is the employees because the employee is a professional individual who will carry out several tasks to build the institution's image. Therefore, every employee must have a high work commitment to achieve organizational goals and employee success. A person's commitment to an organization, company, or government agency is an essential issue in the world of work. Some organizations must dare to include an element of commitment as a condition for holding a position. According to [Wibowo \(2012\)](#), commitment is a feeling of identification, loyalty, and involvement shown by employees toward an organization or organizational unit. Commitment to the organization involves three attitudes, namely:

- a feeling of identification with organizational goals,
- a feeling of involvement in organizational tasks,
- a feeling of loyalty to the organization.

Work commitment relates to the meaning of organizational members towards their work and how individuals carry out their duties in an organization. Individual commitment to work will be useful for achieving work results and the quality of an individual's work in the organization. Without work commitment, everyone in the organization will run according to their wishes regardless of the organization that houses them.

Employees with a high work commitment will care about the work given to them. There is an inner drive to work better with a high job satisfaction and discipline level, so they can provide more time to complete a job ([Putri, 2020](#)). However, one of the main problems of the millennial generation in the world of work is the generation's low commitment to the companies where they work ([Jang & Juliana, 2020](#)). The existence of a commitment to work will make a person have an emotional attachment to working and the organization so that the individual identifies organizational values and activities. Therefore, identification is strong, and internalization of organizational values will occur to be more involved with what is done by the organization. One result of the process will be seen in its performance. Organizational commitment is needed as an indicator of employee performance. Employees with high commitment can be expected to show optimal performance.

Ideally, employees with high work commitment will show a high sense of care for their work, and from within the employee, there is an incentive to work better at a higher level. Employees with high work commitment will work wholeheartedly to complete their work according to their main duties and functions and work more actively and with discipline. The activeness of employees in the organization in the form of participation in every activity in the organization also shows a high level of employee commitment. Employees with high work commitment can identify themselves by playing an active role in developing a better organization to achieve the set organizational goals.

However, based on observations made at *Institut Seni Indonesia Padang Panjang*, several phenomena observed indicated that only a small proportion of *Institut Seni Indonesia Padang Panjang* employees had a high work commitment. It is from several phenomena including:

- From the disciplinary aspect of work attendance. Some employees often ask permission not to come to work for various reasons, for example, because there are family reasons.
- The low employee discipline level can be seen in the employees attending the office. Furthermore, after taking their attendance, they leave the office and return to the office after working hours.
- Loyalty to work is seen to be lacking. Loyalty means the willingness of employees to carry out tasks with full awareness and responsibility so that work goals are optimized. However, at *Institut Seni Indonesia Padang Panjang*, employees are still not working with full awareness. Every job must always be reminded of before doing it.
- When job transfers are carried out, some employees do not comply, so what is ordered to be carried out takes a long time to be done and completed.
- Lack of employee involvement or active role in work. It can be seen from the lack of willingness of employees to contribute more ideas and energy to the organization, and some employees are less involved in education and training activities organized by the organization.
- The low desire of employees to remain in the organization. It is from the high desire of employees to transfer from one unit to another.
- Employees do not accept the goals and values set by the organization. It can be seen from the disobedience of employees towards the rules made by the organization.

A person's commitment to carrying out tasks is an essential aspect because someone with a high commitment will have high loyalty to the task, the leader, and the organization. Hoy and Miskel (2005) argued that people with a high commitment show quality and professional ability. For employees to have high work commitment in carrying out their duties and work, it is necessary to have organizational support. One of the organizational commitments is affected by organizational support (Adhika & Riana, 2016). Chiang and Hsieh (2012) stated that organizational support can increase and provide effectiveness to improve members' organizational commitment. Of course, organizational commitment will produce a very significant influence on the organization.

Some research has a similar idea to this research topic, such as Damayanti (2017); Dewi and Rahyuda (2015); Fahrizal and Utama (2017); Nurhayati (2015); Wijaya and Yuniawan (2017), where organizational support has a significant effect on employee work commitment. In addition, it shows how far employees perceive that the organization (institution, leader, partner) provides encouragement, respect, appreciates contributions, and gives appreciation to individuals in their work. It means that if the organization cares about the employees' existence and welfare and values their contribution, the employees will become committed.

Furthermore, some of these studies show that organizational support influences work commitment. Hence, it is hoped, with organizational support, employee work commitment

will increase. Therefore, this research aims to determine whether organizational support affects employee commitment at *Institut Seni Indonesia Padang Panjang* and how much influence it has.

Methodology

Research design, site, and respondents

This research used correlational methods to determine the effect of organizational support on employee work commitment at *Institut Seni Indonesia Padang Panjang*. The population in this research were all employees working at the *Institut Seni Indonesia Padang Panjang* with civil servant status. The research population consisted of 89 employees. The research sample calculation was determined using the proportional stratified random sampling technique. This technique was to give the population members an equal opportunity to be selected as a representative sample. Years of work and level of education were the two strata characteristics considered in determining the research sample. There were two years of work used as strata in this research: ≥ 15 years and < 15 years. Meanwhile, the level of education considered in this research is \leq bachelor's degree and $>$ bachelor's degree. The working period was considered in determining the research sample because whether a person's working experience is long or short will determine the individual's experience and skill level in carrying out work. The level of education is considered in this education because everyone's level of education will provide a variety of knowledge, skills, and abilities in carrying out tasks as an employee. Meanwhile, long working hours provide a better understanding of how tasks are carried out. Considering that the longer an employee has worked, it assumes that they have more work experience. Additionally, the research sample in this research was 73 people. It was determined by comparing n with the total population (Cochran, 1954), which is: $\frac{72,33}{89} \times 100\% = 81,27\% = 82\%$. Based on the results of the sample calculation, the number of samples for this research after rounding was 81 people.

Data collection and analysis

Research data were collected by using a research instrument in the form of a questionnaire. This questionnaire was prepared using a Likert scale model consisting of five alternative answers consisting of Always (SL), Often (SR), Sometimes (KD), Rarely (JR), and Never (TP). Before the questionnaire was used in this research, a trial was first carried out to determine the validity and reliability of the instrument given to 30 respondents outside the research sample who were analyzed using the IBM SPSS Statistics Version 24 program. The results of the questionnaire trial showed that the research questionnaire was valid and reliable. The validity test showed that of the 32 statement items regarding the work commitment variable (Y), there was one invalid item, which was statement item number 31. The validity test on the organizational support variable concluded that of the 32 statement

items, two items were invalid, which are items number 29 and 30. Meanwhile, the reliability test results were 0.973 for the work commitment variable (Y) and for the organizational support variable 0.972. The results of the analysis showed that the two variables are reliable. The data collection process was carried out directly by submitting questionnaires to respondents in hardcopy form or a Google form link. Before the questionnaire was filled out by research respondents, the researchers explained in advance the procedure to fill out the questionnaire. In addition, research data were analyzed using a simple regression analysis method using the SPSS Version 24 software program. Data analysis includes 1) data description, 2) analysis prerequisite test: normality test, linearity test, and homogeneity test, 3) hypothesis testing by determining the level of effect through correlation analysis, significance level, coefficient of determination analysis, and simple linear regression analysis.

Findings and Discussion

Normality test

The results of the research data normality test obtained through the Kolmogorov-Smirnov test are in the following table.

Table 1. *Normality test results*

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		81
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	10.86237092
Most Extreme Differences	Absolute	.074
	Positive	.043
	Negative	-.074
Test Statistic		.074
Asymp. Sig. (2-tailed)		.200 ^{c,d}

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. This is a lower bound of the true significance.

Source: Processed research data in 2023

In Table 1 above, the normality test results through the Kolmogorov-Smirnov test obtain a significance value of 0.200. The criterion for testing the normality test via the Kolmogorov-Smirnov test is the sig value. Kolmogoro-Smirnov test ≥ 0.05 . It means the data is normal, and if sig. Kolmogorosmirnov test < 0.05 , which means the data is not normal. Based on this, the significance value exceeds alpha 5% (0.05), namely 0.200. The conclusion is that the data are normally distributed so that the prerequisite test for normality is fulfilled.

Linearity test

Table 2. *Linearity test results*

ANOVA Table			Sum of Squares	df	Mean Square F		Sig.
		(Combined)	9336.856	49	190.548	1.858	.035
Work	Between	Linearity	3076.267	1	3076.267	30.001	.000
Commitment* Organizational Support	Groups	Deviation from Linearity	6260.588	48	130.429	1.272	.241
	Within	Groups	3178.700	31	102.539		
	Total		12515.556	80			

Source: Processed research data in 2023

Based on the table above, the linearity test is obtained at a significant value of deviation from linearity with a category if the sig. ≥ 0.05 means the data is linear, and if sig. ≤ 0.05 , then the data is not linear. From the results of the linearity test, the sig. deviation from linearity ≥ 0.05 , which is 0.241, means the model is linear.

Hypothesis test

The hypothesis testing in this research is to determine whether there is an effect of organizational support (X) to work commitment (Y). This research used a simple regression analysis. The test was carried out using a significant level of 0.05 which was tested using the SPSS 24.0 simple linear regression program. Based on the results of testing simple linear regression analysis, the following are the results.

Table 3. *Hypothesis test results*

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	T	
1	(Constant)	94.114	7.421		12.683	.000
	Dukungan Organisasi	.331	.065	.496	5.074	.000

a. Dependent Variable: Work Commitment

Source: Processed research data in 2023

Based on the test results, the value of Constanta (a) is 94.114, while the value of organizational support (b/regression coefficient) is 0.331, so the regression equation is

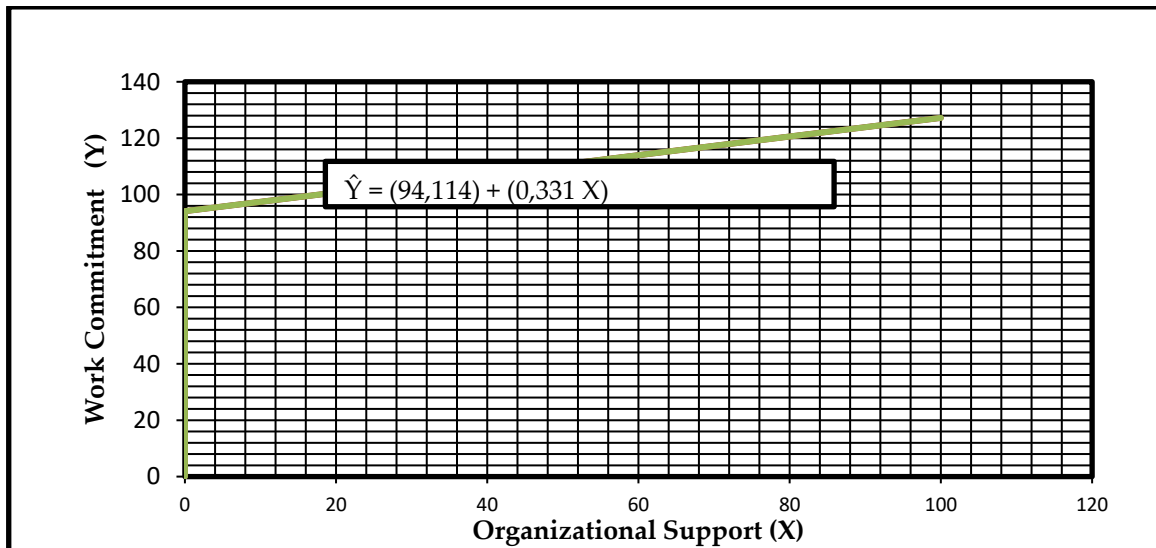
$$\hat{Y} = \alpha + bx$$

$$\hat{Y} = (94,114) + (0,331 X)$$

It means that if organizational support (X) is 0, then employee work commitment (Y) is 94.114. The regression equation $\hat{Y} = (94.114) + 0.331 X$ explains that every increase in organizational support by one scale will affect the increasing employee commitment to work

by 0.331 scales. Meanwhile, the value of employee work commitment already exists at 94.114 without organizational support. For example, if an institution has an organizational support score of 100 on a scale, the employee work commitment can be predicted at $94.114 + 0.331 \times 100 = 127.214$. For more details, this example can be explained graphically in the graphic through the following figure.

Figure 1. Linear regression of organizational support variable (X) and employee work commitment (Y)



Based on the table above, the regression coefficient *t* is 5.074, and the significance level is 0.000. A significant value of 0.000 means less than 0.05 ($0.000 < 0.05$), so the hypothesis *H*_a is accepted. It means that the regression coefficient = 0.331 is significant and can be used to influence the work commitment of employees working at the *Institut Seni Indonesia Padang Panjang*. Furthermore, to test the significance of the regression, the equation is then tested for significance with the *F* test. The summary of the analysis results of the significance calculation (*F* test) is in the following table.

Table 4. *F* test significance regression of organizational support (X) on employee work commitment (Y)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3076.267	1	3076.267	25.746	.000 ^b
	Residual	9439.288	79	119.485		
	Total	12515.556	80			

a. Dependent Variable: Employee Work Commitment

b. Predictors: (Constant), Organizational Support

Source: Processed research data in 2023

The calculation results in Table 26 above show that $F_{count} = 25,746$ with $\rho = 0.000 < \alpha 0.05$. It means the regression equation $\hat{Y} = (94.114) + 0.331 X_1$ is significant at the 95% confidence level and can be used to affect employee commitment to work. It can be seen from the R-value to determine the influence of organizational support (X1) on employee work commitment (Y). Based on statistical tests, an r-value is 0.496 with an R square value of 0.246. In detail, the results of calculating the value of R is in the following table.

Table 5. *The influence of organizational support (X1) on employee work commitment (Y)*

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error in the Estimate
1	.496a	.246	.236	10.931

a. Predictors: (Constant), Organizational Support
b. Dependent Variable: Employee Work Commitment

Source: Processed research data in 2023

The calculation results in Table 5 above show that the correlation coefficient (r_{y1}) is 0.496. Meanwhile, the coefficient of determination (r^2) is 0.246. It means that the effect of organizational support on employee work commitment is 24.6%. This 24.6% figure is obtained by applying the formula proposed by Usman (2010), that the effect value of an independent variable on the dependent variable can be determined by performing calculations using the following formula $KP = r^2 \times 100\%$, you can be calculated that $KP = 0.246 \times 100\% = 24.6\%$.

After reviewing the analysis results above, the research hypothesis stating "organizational support affects employee work commitment at Institut Seni Indonesia Padang Panjang can be accepted at the 95% confidence level. Furthermore, the organizational support factors have significant predictive power on employee work commitment. The effect of organizational support on employee work commitment at the *Institut Seni Indonesia Padang Panjang* is 24.6%.

Discussion

The hypothesis proposed in this research is the effect of organizational support (X1) on employee work commitment (Y). After the proposed hypothesis is accepted through hypothesis testing, it means that organizational support has a significant effect on employee work commitment at *Institut Seni Indonesia Padang Panjang* by the t-test results that the regression coefficient t is 5.074 and the significance level is 0.000. A significant value of 0.000 means less than 0.05 ($0.000 < 0.05$), so the hypothesis H_a is accepted. It means that the regression coefficient = 0.331 is significant and can be used to affect the work commitment of employees working at the *Institut Seni Indonesia Padang Panjang*.

The regression equation obtained is $\hat{Y} = (94.114) + 0.331 X_1$. This regression equation explains that when organizational support (X1) is 0, employee work commitment (Y) is 94.114. From the regression equation, when there is an increase in organizational support by one scale, it will affect increasing employee work commitment by 0.331 scales. Furthermore, the effect of organizational support on employee work commitment of the *Institut Seni*

Indonesia Padang Panjang is 24.6%. It means that the organizational support factor has significant predictive power on employee work commitment at *Institut Seni Indonesia Padang Panjang*. In other words, employee work commitment can be determined by the level of organizational support that exists at *Institut Seni Indonesia Padang Panjang* of 24.6%. The previous description means that the better the organizational support given to employees, the higher the employee's work commitment. Vice versa, if the organization is lacking or even not optimal in providing support, then the employee work commitment will not be firmly embedded in the employee.

Organizational support is an employee's perception of the organization regarding the extent to which the organization provides support to employees (Rhoades & Eisenberger, 2002). Organizational support is a global belief that describes the extent to which an organization values employee contributions and cares about employee welfare (Eisenberger & Huntington, 1986). Furthermore, the findings of this research are also supported by the research results of Saputra and Supartha (2019), that there is a positive relationship between organizational support and organizational commitment. This positive relationship is from the beta coefficient value obtained from the analysis results, namely 0.458. The better the company's organizational support quality for employees, the better the employee organizational commitment quality. It is similar to the research results conducted by Fahrizal and Utama (2017); Putra et al. (2016); Santoso and Mangundjaya (2018); and Vitria (2017), which found that there was a positive effect between organizational support on employee organizational commitment.

Organizational support of working employees for the organization is considered important because the support provided by the company has a positive effect on the company. The support provided by the company will also form employees' feelings of love for the company where they work. Employees who feel supported by the company tend to have the mindset to advance their company. Love and desire for the company's progress is a form of loyalty from employees to the company. This loyalty will then form the commitment set by the employee. Employees who are committed to their company have a desire to advance and assist the company in achieving the goals set by the company.

Organizational support has a positive and significant effect on organizational commitment. It has implications for regulations that should be made by management to increase organizational commitment. Based on these assumptions, to improve the commitment quality, management can consider organizational support as an aspect that can be maximized (Saputra & Supartha, 2019). Work commitment in an organization does not just happen very easily and quickly. However, it is affected by factors, one of which is the organizational support form (Toqwy & Edward, 2021). Rhoades and Eisenberger (2002) revealed that employees who feel that they are getting support from the organization will have a sense of meaningfulness within the employee. It will increase commitment to employees. In addition, this commitment will ultimately encourage employees to try to help the organization achieve its goals. Therefore, organizations need to increase support to their employees through rewarding employee contributions, paying attention or caring for employee welfare, increasing fairness, and superiors providing support (Rhoades & Eisenberger, 2002). In addition, this organizational support is always expected by every

employee. If employees feel there is support from the organization based on their norms, desires, and expectations, they will automatically commit to fulfilling their obligations to the organization, and never leave the organization because they already have a strong sense of emotional bond (Mujiasih, 2015).

Conclusion

Based on the research results, data analysis, and discussion of the effect of organizational support on employee work commitment at the *Institut Seni Indonesia Padang Panjang*, organizational support has a significant effect on employee work commitment at *Institut Seni Indonesia Padang Panjang*. The effect is 24.6 %. It means that organizational support can be used to affect and increase employee work commitment at *Institut Seni Indonesia Padang Panjang*. Additionally, it also shows that organizational support is a factor that needs to be considered in increasing employee work commitment at *Institut Seni Indonesia Padang Panjang*. This research implies that every organization needs to pay attention to the ability of the organization to provide support to its employees. Organizations/institutions need to pay attention to the level of fairness, awarding, welfare, relations with superiors, and so on, which can later affect the work commitment of their employees.

Disclosure statement

There is no potential conflict of interest reported by the authors.

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