PERCEIVED ORGANIZATIONAL SUPPORT ON AFFECTIVE ORGANIZATIONAL COMMITMENT OF MINISTRY OF STATE SECRETARIAT’S CIVIL SERVANTS

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ABSTRACT
Background: Since President Soekarno’s election in 1957, there has been discussion about relocating the capital city. Several factors contributed to the change in the capital city, and East Kalimantan was chosen as the new capital city because it met several criteria. The Ministry of State Secretariat is one of the Ministries that became a partner in relocating the Capital City. Socialization will occur regarding the scheme or design for the transfer of employees from the Ministry of State Secretariat.

Aim: This study aimed to determine how Perceived Organizational Support (POS) affected Affective Organizational Commitment (AOC) in civil servants at the Ministry of State Secretariat.

Method: The research used quantitative approach and a cross-sectional study design. This study's sample size was 160 civil servants from the Ministry of State Secretariat. Simple linear regression analysis was used to analyze the data in this study.

Findings: The results show that perceived organizational support positively and significantly affects affective organizational commitment. The regression analysis test yielded a regression coefficient value of 0.726. The R Square value of 0.465 indicates that the perceived organizational support variables can explain 46.5% of the affective organizational commitment variable, while other variables explain the rest. Human resource practitioners in the Ministry of State Secretariat should strengthen perceived organizational support and affective organizational commitment.

KEYWORDS
affective organizational commitment, perceived organizational support, ministry of state secretariat

INTRODUCTION
The issue of moving the National Capital city was discussed by President Soekarno in 1957 when he inaugurated the city of Palangka Raya as the capital of Central Kalimantan (Kementrian Perencanaan Pembangunan Nasional, 2021). The move to the national capital was driven by several concerns, including the water availability crisis and land conversion on the island of Java, the large number of people on the island of Java, the decline in environmental carrying capacity, and the threat of disasters in Jakarta. East Kalimantan was chosen as the location of the new National Capital because it met the criteria.

One of the ministries that became a companion or moved for the first time in the context of moving the National Capital was the Ministry of State Secretariat. The Ministry of State Secretariat has the task of assisting the President and Vice President in organizing state government (Peraturan Menteri Sekretaris Negara Republik Indonesia Nomor 5 Tahun 2020 Tentang Organisasi Dan Tata Kerja Kementerian Sekretariat Negara, 2020).

There has been no dissemination about the scheme or design for the transfer of employees of the Ministry of State Secretariat, for example, the first work unit/organizational unit to be
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transferred, work system, accommodation, work facilities, criteria for employees to move, and others. One of the factors to consider in transferring.

One of the critical factors in moving employees is the commitment of employees to the organization (Hussain et al., 2018). Organizational Commitment is described as an individual's perception of the organization's goals, the willingness to contribute to the organization's interests, and the recognition of the strength to remain a member of the organization (Porter et al., 1974). Affective organizational commitment is a commitment as an emotional attachment to identify and participate in an organization. The degree of attachment to an organization depends on how members feel about it (Allen & Meyer, 1990). Some factors that affect affective organizational commitment are personal character, job character and role, organizational structure characteristics, work experience, and organizational support (Mowday et al., 2013).

Another thing that has not been done is socializing the moving to the National Capital, especially how the organization treats or rewards its employees who have moved to the new National Capital. It relates to Perceived Organizational Support (POS) which affects commitment. According to Akgunduz and Sanli (2017), Perceived Organizational Support is an employee's expectation to be recognized and appreciated by the organization to increase employee confidence that the organization approves and respects employee attitudes and behaviors. According to Ibrahim et al. (2016), Perceived Organizational Support is provided to meet the social-emotional needs of employees. In other words, trust in organizational support also improves the behavior of voluntary membership of employees because the basis of social exchange depends on trust and goodwill built between the two parties.

Perceived Organizational Support is strongly driven by effective leadership, good HR practices, desired working conditions, and fair treatment (Eisenberger & Stinglhamber, 2011). Strategies to improve Perceived Organizational Support are to support what is done by employees freely:

1) Be honest and equal in the development, monitoring, and implementation of all management procedures;
2) Set achievable goals and reward proportionately;
3) Learn and provide the type of support employees need;
4) Encourage supervisors to encourage Perceived Organizational Support in their subordinates; educate subordinates to be supportive; foster strong social networks; and
5) Begin providing organizational support before employees start working (Eisenberger et al., 2016).

Human resource practitioners have an essential role in building an Affective Organizational Commitment. Therefore, human resource practitioners must make strategies, namely socialization with new employees, mentoring and social networking, and training and development. Organizations that intensively recruit and select the members, as well as having a deliberately structured newcomer socialization plan focusing on the education of organizational values and norms, anxiety reduction and clarification of job roles, and positive role models, can create the necessary conditions to develop a positive level of affective commitment among their employees (Mercurio, 2015). Empirical research has revealed that mentoring positively affects Affective Organizational Commitment. Affective Organizational Commitment is mentoring, which helps employees identify with the organization personally.
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Mentoring helps stress management, and positive role models and relationships can improve work attitudes. Payne and Huffman (2005) found that mentees with mentor supervisors revealed a higher Affective Organizational Commitment. Craig et al. (2012) argue that employees who participate in career mentoring and psychosocial mentoring in the workplace show a higher value of affective organizational commitment, thus lowering the intention of wanting to move away from their jobs. Training and development can help develop an affective organizational commitment. According to Vance (2006), training and development are essential to building an affective organizational commitment. Investments in training and development that increase knowledge and competence lead to self-efficacy, self-esteem, and employee commitment.

Several studies have found that Perceived Organizational Support (POS) affects employee commitment to the organization. Hendrajaya and Wahyuniati (2019), in their research, showed that Perceived Organizational Support (POS) partially had a positive and significant effect on Organizational Commitment. The results of Afif's research (2018) show that Perceived Organizational Support is significantly related to job satisfaction and organizational commitment. The results of research by Putri et al. (2018) show that Perceived Organizational Support positively influences organizational commitment. Research by Hakkak et al. (2014) shows that perceived organizational support, organizational commitment, and emotional commitment have found positive and significant relationships. Finally, all of the mentioned research have shown positive and significant relationships of each variable but none of them show the variables affect each other in ministries.

Therefore, the novelty of this study is that researchers are interested in examining the Affective Organizational Commitment variable as a dependent variable of Perceived Organizational Support (POS) in the Ministry of State Secretariat. In that case, this study explicitly examines employees' affective commitment, considering that if there is no affective commitment in employees of the Ministry of State Secretariat, it will be easy for employees to leave the organization or at least refuse to move to the new capital city. It is because there is no socialization or debriefing about the transfer of the new National Capital and what facilities or compensation will be available for employees willing to be transferred to the new National Capital. In addition, so far, much research has not been conducted in government agencies, especially in Ministries/Institutions, especially the Ministry of State Secretariat. This study aims to determine the effect of Perceived Organizational Support on Affective Organizational Commitment in the State Civil Apparatus in the Ministry of State Secretariat.

**METHOD**

This research method uses a cross-sectional study design. The population in this study is the state civil apparatus in the Ministry of State Secretariat. Perceived Organizational Support was measured by eight indicators adapting the questionnaire The Survey of Perceived Organizational Support (SPOS) (Eisenberger et al., 1986). The measurement of affective organizational commitment was measured by eight indicators adapting the Affective Commitment Scale questionnaire (Allen & Meyer, 1990). The samples in this study were the civil servants working in the Ministry of State Secretariat. Researchers used the formula from the theory of Hair et al. (2018) to determine the number of samples in this study. The determination of the number of samples is determined based on the number of indicators of the
formed variables, which are multiplied by 5 to 10. The indicators in this study are as many as 16 indicators so that the calculation of the number of samples is as follows:

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\text{Total Sample} = \text{Total of Indicators} \times 10
\]

\[
\text{Total Sample} = 16 \times 10 = 160
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The sampling technique in this study used the purposive sampling method. The data analysis technique in the study is a simple linear regression analysis with the help of SPSS applications.

**RESULTS AND DISCUSSION**

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<th>Table 1. Descriptive Analysis</th>
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Based on table 1, the majority of civil servants are male; namely 87 (54.4%), aged 25–49, namely 110 (68.8%), married, namely 122 (76.25%), the last education is S1, which is 75 (46.7%), and the position is as echelon 3, which is 108 (67.5%).
The Effect of Perceived Organizational Support on Affective Organizational Commitment

The analysis results showed the p-value of Perceived Organizational Support, which was 0.000 (<0.005), and the results of the calculated t-test were 1.709 > t table 1.97509, which showed the hypothesis was accepted. The regression analysis results show the value of the regression coefficient, which is 0.726, which means that every time there is a change in Perceived Organizational Support by 1 point, it affects the increase in Affective Organizational Commitment by 0.726, assuming other variables are constant. The result of the R Square value of 0.465 means that the Perceived Organizational Support variable can explain the Affective Organizational Commitment variable of 46.5%, while other variables explain the rest.

This research is in line with Hendrajaya and Wahyuniati's (2019) research, which shows that Perceived Organizational Support (POS) partially has a positive and significant effect on Organizational Commitment. The results of Afif's research (2018) show that Perceived Organizational Support is significantly related to job satisfaction and organizational commitment. The results of research by Putri et al. (2018) show that Perceived Organizational Support positively influences organizational commitment. Research by Hakkak et al. (2014) (2014) shows that Perceived Organizational Support, organizational commitment, and emotional commitment have found positive and significant relationships.
Affective Organizational Commitment is a commitment as an emotional attachment to identify and participate in an organization. The degree of attachment to an organization depends on how employees feel about the organization (Allen & Meyer, 1990). Organizational affection can decrease withdrawal from work and employee turnover (Meyer, 2016). Therefore, the organization must appreciate employees’ dedication and contribution and appreciate the work that employees have already done for the organization. It is based on the theory of organizational support, in which employees develop a general perception of how much the organization values contributions and cares about the welfare of employees and responds to that support through attitudes and behaviors that are beneficial to the organization (Eisenberger et al., 1986; Vardaman et al., 2016).

CONCLUSION

Human resource practitioners in the Ministry of State Secretariat are advised to increase Perceived Organizational Support and Affective Organizational Commitment in the state civil apparatus so that civil servants will be willing to be moved to the new capital. Strategies to improve Perceived Organizational Support are being fair and equal (in the development, monitoring, and implementation of all management procedures), setting achievable goals and, rewarding correctly, learning and providing the support that employees need, encouraging supervisors to apply Perceived Organizational Support on their subordinates, educating subordinates to be supportive, fostering a solid social network, and providing organizational support before employees start working. Strategies to improve Affective Organizational Commitment are socialization with new employees, mentoring and social networking, and training and development.

For future research, the researchers expect that there will be more variables to discuss rather than merely revolving around the discussed variables. Also, hopefully, there will be more places to research on since AOC and POS do not only occur in ministries.

REFERENCES


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