
The Effect of Perceived Organizational Support on Employee Performance during Organizational Change with Affective Commitment to Change as Mediator

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Abstract

In facing the challenges of a world full of uncertainty, every organization needs to adapt to organizational changes. Employees as change targets need high motivation to be able to accept change. The success of an organizational change can be seen through the realization of employee affective commitment, which leads to increased performance during organizational change. This study aims to analyze the role of perceived organizational support on employee performance. In addition, to analyze the role of mediating affective commitment in the relationship. The object of research was carried out in the government sector by taking a sample of 128 respondents who are employees of the public sector organization, the Central Bureau of Statistics in Indonesia. Data collection was carried out through questionnaires distributed via email and social media. The research findings show that perceived organizational support does not directly affect employee performance.

Meanwhile, affective commitment is a perfect mediator mediating the relationship between perceived organizational support and employee performance. Research is limited to the scope of one government agency only. Furthermore, research can be conducted in all government agencies in Indonesia to provide more comprehensive results.

Keywords: Perceived Organizational Support, Affective commitment, employee performance

1. Introduction

1.1 Background

Globalization has resulted in significant transformations in various aspects of life. In this context, distance and time no longer limit human interaction. Everyone can connect flexibly and without barriers to do it anytime and anywhere. Globalization provides opportunities in the economic and business fields because it expands opportunities for access to wider markets, increases access to better resources and technology, and facilitates global cooperation. However, globalization also brings threats, such as increasing broad competition and increasingly diverse consumer preferences, making it difficult for companies to meet market needs and increasing global business uncertainty (Erixon, 2018). In addition, the digital revolution has produced technology

that allows interactions between individuals and organizations to be carried out simultaneously (Marković, 2018).

The Covid-19 pandemic that emerged in early 2020 has significantly impacted work patterns in companies and organizations. As a result of the Covid-19 pandemic, companies have set a key goal in human resource management: to set up a hybrid work model that allows the workforce to work remotely. They also revised the organizational culture by recruiting remote employees and creating a digital office space (Gigauri, 2020).

Based on this phenomenon, organizations need to make organizational changes to adapt to these conditions. Organizations can implement new ways of utilizing resources and business processes to make them more efficient to support the organization's sustainability (Jones, 2013). The main goal of an organizational change is effectiveness in carrying out business processes (Cumming et al., 2014). Organizational effectiveness at the human resource level can be seen from employees' increased performance and productivity as objects of change (Jones, 2013).

However, various studies show that implementing organizational changes at the human resources level takes work. A survey conducted by McKinsey & Company in 2009 regarding the success of organizational change found that around 70% of organizational change processes failed to achieve their initial goals, caused by the resistance that arose from employees. Furthermore, surveys show that around 50% of organizational change failures occur in the early stages of change. This is caused by executives' difficulty in pushing employees out of their comfort zone or ordinary circumstances (Harold *et al.*, 2005).

As a change target, employees need more motivation to be able to accept the changes implemented by the organization. In this case, the organization can motivate employees to contribute positively to change by increasing organizational support for employees. The data show a positive relationship between the organization's support and senior management's performance in a project. Research shows that the success rate of a project increases by 72% when an organization provides effective support for the project (Prosci, 2018). The organizational change process aimed at employees will achieve positive results if the organization consistently supports these changes (Casimir et al., 2014). Employees who feel organizational support in their work assignments and personal well-being tend to show stronger affective commitment to the organization (Bilgrin & Demirer, 2012). On the other hand, employees with high levels of commitment tend to have a strong orientation toward organizational goals. They will show innovative behavior and positive performance to support achieving organizational goals (Hakimian et al., 2016).

Previous studies have examined the relationship between perceived organizational support, affective commitment, and employee performance. Several studies have shown that perceived organizational support has a significant influence on improving employee performance (Jeong & Kim, 2022), work engagement (Bonaiuto et al., 2022), organizational identification (Suthatorn & Charoensukmongkol, 2022), and readiness for change during organizational change (Gigliotti et al., 2018; Chen & Eyoun, 2021).

This study analyzes the relationship between perceptions of organizational support and employee performance improvement during organizational change processes. In addition, research also examines the role of mediating affective commitment to change in the relationship. Most

previous research was conducted in the private sector, while this research takes the perspective of the public sector. Public sector organizations have distinctive characteristics, including organizational structures that tend to be rigid, static bureaucratic, formal, and more hierarchical compared to the private sector. This causes public sector organizations to tend to maintain the status quo and need to be more adaptive to change (Narsa, 2018).

1.2 Literature Review

Social Exchange Theory

The social exchange theory developed by George Homans in 1961 explains that individual decisions in their social relations are strongly influenced by cost and benefit considerations (Cropanzano & Mitchell, 2005). According to this theory, individuals engage in social relations with the hope of benefiting both materially and non-materially from these relationships. One of the propositions put forward by Homans is that behavior that provides benefits is more likely to be repeated.

Employees will keep their jobs because they expect benefits from the job. However, on the contrary, if employees feel that the benefits they get are not worth the effort they put in, they will decide to leave the job (Cook *et al.*, 2013). This is related to the resistance that arises in the early stages of change in the theory of change, where organizations will try to reduce this resistance through various interventions. The purpose of this intervention is for the object of change to feel that they are benefiting from their work and not feeling deprived.

Based on the social exchange theory, resistance can impact employee performance in carrying out their duties and functions within the organization. Therefore, researchers argue that it is necessary to conduct a study to understand how the role of organizational support for these changes is related to employee performance.

Perceived Organizational Support (POS)

Perceived organizational support can be interpreted as employees' belief in the organization, which reflects how much the organization values employee contributions and cares about their welfare (Eisenberger *et al.*, 1986). Perceptions of organizational support describe the general beliefs formed within employees regarding the extent to which the organization shows commitment to them. This is reflected through the awards given by the organization for their contribution and the attention given by the organization to aspects of their lives (Wayne *et al.*, 1997). Furthermore, the perception of organizational support can also be explained as an employee's assessment of the extent to which the organization provides support and attention to their well-being in meeting social and emotional needs arising from their contribution to the organization (Kurtessis *et al.*, 2017).

Employees will feel attached to the organization and try to give their best efforts to achieve organizational goals when they feel support from the organization. The level of commitment to the organization will increase when employees realize that the organization supports their work and pays attention to their welfare (Liu, 2009).

Individual Affective Commitment to Change (IACC)

According to the definition given by Steer and Porter (1983), organizational commitment is an individual attitude that involves self-identifying the goals and expectations of the organization where they work and remaining loyal and committed to achieving the organization's goals. Meyer et al. (2002) categorized organizational commitment into three main dimensions: affective commitment, continuance commitment, and normative commitment. Meyer and Herscovitch (2001) state that affective commitment is the core or essence of organizational commitment. Affective commitment is a dimension of organizational commitment that involves a strong emotional attachment to the organization. Employees with high commitment tend to be highly loyal to the organization and emotionally attached to its values, goals, and culture (Meyer et al., 2002). Furthermore, affective commitment is believed to significantly influence individual behavior and feelings (Mercurio, 2015).

Employee Performance (EP)

Employee performance is an evaluation of employees' achievements in carrying out their duties to achieve the goals set. It directly relates to the company's overall performance (Inuwa, 2016). Performance results from individual abilities and characteristics, the effort given, and the support received. This is measured through the results of the individual's production or work (Koopmans et al., 2014).

In his research, Chin (2012) uses a two-dimensional approach, namely task and contextual performance, to measure employee performance. Task performance reflects the ability of employees to complete the main tasks given to them. In contrast, contextual performance is related to employees' positive behavior in supporting the organizational environment's work climate.

1.3 Hypothesis Development

Perceived organizational support and employee performance

Organizations that provide support to employees, both in terms of their work and well-being, positively impact employee behavior at work. In addition, this support can also reduce feelings of insecurity at work felt by employees (Khan & Gufran, 2018). With the organization's efforts to appreciate employees' roles and pay more attention to their welfare, employee confidence in the organization will be created. This belief will eventually lead to employee loyalty and motivate them to achieve better performance in an organizational environment (Astuty & Udin, 2020).

Perceptions of high organizational support will encourage employees to behave professionally (LaMastro, 1999), foster affective commitment (Bilgin & Demirer, 2012; Marique et al., 2013), and innovative behavior (Nazir et al., 2018), which will encourage employees to have high performance. In this condition, employees feel that the organization cares about them and is present in all conditions, so this is expected to increase employee loyalty and performance and support the organization in achieving its goals. Similar studies have also demonstrated that high perceived organizational support can foster trust in the organization, ultimately leading to improved performance (Gigliotti et al., 2019; Suthatorn & Charoensukmongkol, 2022). In the

context of organizational change, perceived organizational support also plays a crucial role in influencing attitudes towards participation in change (Huang, 2022).

Based on the explanation of previous studies, the researcher formulated the first hypothesis, namely:

H1: Perceived organizational support has a positive effect on performance.

Perceived Organizational Support and Affective Commitment

Eisenberger's theory of organizational support states that employees will form perceptions about how the organization values their contributions and cares about their welfare. While the willingness of the organization to help, encourage, and motivate employees to complete tasks is seen as the basis for employee perceptions of organizational support (LaMastro, 1999). Organizational support for change motivates employees to professional behavior (LaMastro, 1999) and innovative behavior (Nazir et al., 2018). It reduces employee turnover (ElAkremi et al., 2014), increasing organizational affective commitment (Marique et al., 2013). So based on this study, the researcher proposes a second hypothesis, namely

H2: Perceived organizational support positively affects individual commitment to change.

Affective Commitment and Employee Performance

Affective commitment behavior shown by employees is the essence of organizational commitment. Affective commitment significantly influences employees' behavior and feelings in the organizational context (Mercurio, 2015). Past research confirms a significant relationship between affective commitment and performance. High affective commitment has positive impacts, including increasing employee retention, reducing stress levels at work, and encouraging positive Organizational Citizenship Behavior towards the organization (Meyer et al., 2002). The positive correlation between affective commitment and performance is manifested in compliance, cooperative and persistent behavior at work (Bakari et al., 2017). Employees who have a high level of affective commitment have the potential to demonstrate constructive or constructive behavior in the work environment (Shum et al., 2008) and are innovative in providing problem solutions (Hakimian et al., 2016). This is the basis for researchers to propose a third hypothesis, namely:

H3: Affective commitment to change has a positive effect on performance.

Mediation Effect of Affective Commitment

Previous research has illustrated how perceived organizational support can increase employee confidence in an organization that is changing the affective commitment possessed by the employee. Furthermore, high affective commitment is the main basis for employees to contribute through constructive behavior and are willing to support successful change (Meyer et al., 2002). However, perceptions of organizational support do not directly influence employee behavior (Gaudet & Tremblay, 2017). Therefore, the researcher proposes a fourth hypothesis, namely:

H4: Affective commitment to change mediates the relationship between perceived organizational support and performance

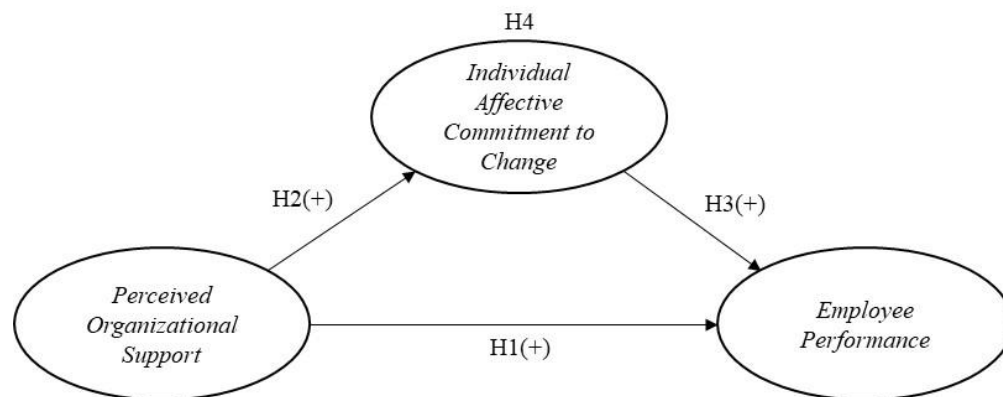


Figure 1 Conceptual Framework

2. Method

This research is a cross-sectional study using quantitative methods through an independent survey. This study analyzes the relationship between perceived organizational support, individual affective commitment to change, and employee performance. The object of the research involves public sector employees in Indonesia. The research variables include the dependent variable, namely employee performance; the independent variable, namely perceived organizational support; and the mediating variable, namely individual affective commitment to change. To provide an overview of the characteristics that can provide important information in predicting employee attitudes, control variables are used, which include gender and level of education (Sekaran & Bougie, 2016). The survey was conducted using the self-enumerated method by distributing survey links to various social media. The number of samples refers to the adequacy requirements for SEM analysis, namely 100-200 respondents (Hair et al., 2017). The variable perceived organizational support is measured using a questionnaire developed by Rhoades and Eisenberger (2002) through 7-item statements on a Likert scale of 1-5. Individual affective commitment to change variables is measured using 6-item statements developed by Herscovitch and Meyer's (2002) Likert scale of 1-5. At the same time, the employee performance variable refers to the 7 statement items from William and Anderson (1991) via a Likert scale of 1-5.

3. Results

The research results were carried out by building a model, testing the validity and reliability of the instrument, and testing the hypothesis on the model. The research model for the output of SmartPLS 3.0 can be presented in the following figure:

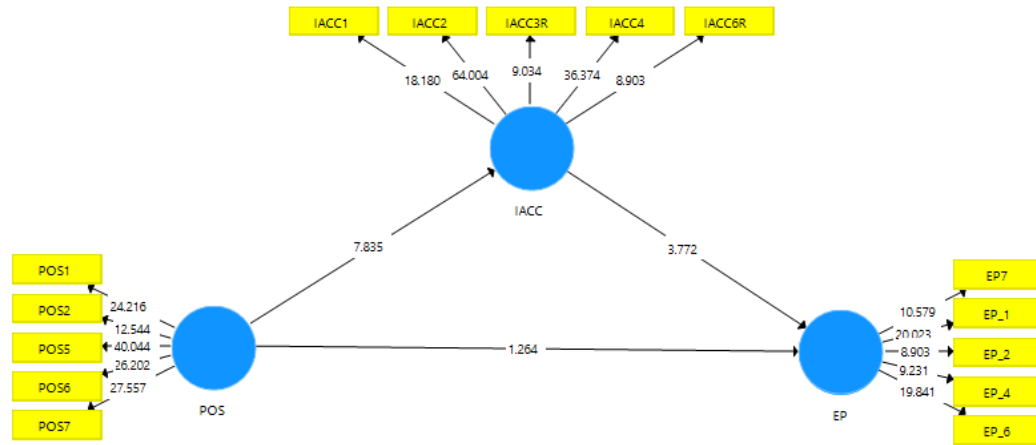


Figure 2 Bootstrapping test

Test Instruments

Cronbach's alpha can show construct validity if the measurement instrument has many items. However, to measure construct validity more comprehensively, it is recommended to use Cronbach's alpha and other methods, such as confirmatory factor analysis (Gadermann et al., 2019). The instrument's validity level is high if it provides measurement results by purpose. In this study, an analytical technique called Confirmatory Factor Analysis (CFA) was used to test the validity of the instrument. Each research instrument is considered valid if it has a loading factor ≥ 0.50 . Thus, the instrument is considered valid in this study.

To meet the recommended criteria, the value of the extreme loading must exceed 0.7, and the AVE value must be greater than 0.5 (Hair et al., 2017). As shown in the table below, the test results show that all indicators and variables meet predetermined recommendation limits, and the AVE value for each variable exceeds 0.5.

Table 1. Outer Loading and AVE Values

Indicators	Outer Loading Value			AVE
	Employee Performance	Individual Affective Commitment to Change	Perceived Organizational Support	
EP7	0.721			0.602
EP_1	0.833			
EP_2	0.747			
EP_4	0.728			
EP_6	0.841			
IACC1		0,821		0,681
IACC2		0,919		
IACC3R		0,747		
IACC4		0,895		
IACC6R		0,727		
POS1			0,844	0,728
POS2			0,777	
POS5			0,883	
POS6			0,886	
POS7			0,873	

In addition to testing the validity, the reliability of the research instrument was also carried out to ensure the reliability of the indicators used. The reliability of research indicators can be said to be fulfilled if repeated measurements produce consistent results (Sekaran & Bougie, 2016). Two methods can be used in testing reliability: Cronbach's Alpha and Composite Reliability. Cronbach's Alpha and Composite Reliability values range from 0 to 1, with the limitation that both values must be greater than 0.70 (Hair et al., 2017). The following table shows that all instruments in this study have a reliability that exceeds the specified reference value. The lowest Cronbach's Alpha value is found in the employee performance variable, with a value of 0.836.

Table 2. Cronbach's Alpha and Composite Reliability Values

Variables	Cronbach's Alpha	Composite Reliability
Employee Performance	0,836	0,883
Individual Affective Commitment to Change	0,884	0,914
Perceived Organizational Support	0,907	0,930

Characteristics of Respondents

The number of research respondents was 128 employees consisting of 72 men and 56 women. The educational characteristics of the respondents consist of 7 percent of high school education; 6.30 percent diploma education; 70.30 percent undergraduate education, and 16.40 percent master's education. While the characteristics of respondents according to job class, most are employees with available positions, reaching 75.00 percent of the total respondents. The details of the characteristics of the respondents are presented in Table 3.

Table 3. Characteristics of Respondents

Demographics		frequency	Percentages
Gender	Male	72	56,20
	Female	56	43.80
Education	High School	9	7,00
	Diploma	8	6,30
	Bachelor	90	70,30
	Master	21	16,40
Total		128	100

Relations Between Variables

Table 4. Direct Effects

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Results
IACC -> EP	0,438	3,772	0,000	Supported
POS -> EP	0,163	1,264	0,206	Not Supported
POS -> IACC	0,632	7,835	0,000	Supported

Based on Table 4, it can be seen that the coefficient of the original sample of the POS variable on EP is 0.163. These results provide information that POS has a positive influence on EP. However, the P-values show the number $0.206 > 0.05$, which means that the effect of POS on EP is not significant (hypothesis 1 is rejected). Furthermore, the coefficient of the original sample of the POS variable on the IACC is 0.632, giving an interpretation that there is a positive influence of POS on the IACC. This shows that when the POS variable increases by one unit, it will impact increasing the IACC by 63.20 percent. P-values in this relationship show $0.000 < 0.05$, which means the relationship between POS and IACC is positive and significant (hypothesis 2 is accepted).

The results show that the coefficient of the original sample of the IACC variable on EP is 0.438. This shows a positive effect of IACC on EP, where every increase of one IACC unit will impact increasing EP by 43.8 percent. Furthermore, the P-values show the $0.000 < 0.05$, which provides information that the positive effect of IACC on EP is significant (hypothesis 3 is accepted).

Table 5. Indirect Effect Through Affective Commitment

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Results
POS -> IACC -> EP	0.277	3,982	0.000	Supported

Table 6. Total Effect Result Through Affective Commitment

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Results
IACC -> EP	0,438	3,772	0,000	Supported
POS -> EP	0,440	4,849	0,000	Supported
POS -> IACC	0,632	7,835	0,000	Supported

The presence of an indirect effect on the model is shown in Table 5. The results of the indirect effect test show that the IACC variable is the perfect mediator in the relationship between POS and EP. The POS variable cannot significantly affect EP without going through the IACC variable. The role of the IACC as a perfect mediation is proven by the original sample coefficient value of 0.277 and P-values of $0.000 < 0.05$ (hypothesis 4 is accepted). The effect of POS on EP through the IACC is greater than the direct effect of POS on EP (table 6.). The influence of POS on EP was 44 percent when going through IACC mediation, while the direct effect of POS on EP was only 16.30 percent without going through IACC. These results confirm previous research, which stated that perceived organizational support does not directly affect employee behavior (Gaudet & Tremblay, 2017).

4. Discussions

Effect of Perceived Organizational Support on Employee Performance

The results showed that perceived organizational support could not directly affect employee performance. This study confirms the results of previous studies (Gaudet & Tremblay, 2017). A good perception of organizational support can be realized by first building employee trust that the organization always provides support in terms of work and welfare. The role of this organization can be realized through several treatments, such as training and competency development, open and clear communication, building good interpersonal relationships, providing career support, rewards, and respect for existing diversity. Perceptions of high organizational support will significantly impact positive behavior at work (Khan & Ghufuran, 2018).

Effect of Perceived Organizational Support on Affective Commitment

In the change implementation process, employees are one of the change targets. They need more motivation to be able to contribute to change. Organizational support is needed in order to motivate employees to adapt to change. Positive results in the change process will be achieved when organizations consistently provide ongoing support to employees (Casimir et al., 2014).

Employees who feel they have received organizational support in work and welfare will encourage to behave professionally and foster an attachment to remain with the organization (LaMastro, 1999). Organizational support manifested through giving awards, fairness, a conducive work environment, and superior support has increased employee retention during changes (Akremi et al., 2014). The study results show that employees' affective commitment to the change process will increase by 63.2 percent when the organization provides ongoing support. This result aligns with previous research (Liu, 2009; Bilgrin & Demirer, 2012; Sharma & Dhar, 2016; Nazir et al., 2018).

Organizational support can also affect employees' perceptions of a positive organizational climate. When the organization provides adequate support, employees tend to feel that the organization cares about their well-being, values their contributions, and promotes employee cooperation and support. This can create a positive work climate where employees feel happy, comfortable, and motivated to contribute actively, increasing affective commitment to the organization.

The Influence of Affective Commitment to Change on Employee Performance

commitment involves an employee's emotional attraction, recognition, and organizational involvement. In this case, employees can recognize their emotional ties with the organization and show loyalty to the organization. In their study of organizational commitment, Meyer and Herscovitch (2001) stated that affective commitment is the core or essence of overall organizational commitment. Furthermore, affective commitment is believed to significantly influence individual behavior and feelings (Mercurio, 2015).

This study provides information on a positive and significant correlation between individual affective commitment to change and employee performance. Employee performance will increase by 43.8 percent when there is an increase in employee affective commitment. These results confirm several previous studies stating that affective commitment is important in improving employee performance (Shum et al., 2008; Hakimian et al., 2016; Bakari et al., 2017).

Therefore, organizations need to make continuous efforts to increase employee affective commitment. High affective commitment will encourage employees to demonstrate organizational citizenship behavior (Meyer et al., 2002), increase retention (Mercurio, 2015), and increase organizational compliance (Bakari et al., 2018). Organizations can increase employee affective commitment in several ways, such as by giving attention and recognition, increasing employee involvement, providing opportunities for competency development, creating an inclusive organizational culture, and strengthening interpersonal communication (Cohen, 2007; Rhoades & Eisenberger, 2002; Meyer et al., 2002; McCormick & Donohue, 2019).

Affective Commitment as Mediation Perceived Organizational Support on Employee Performance

This study examines the role of affective commitment in mediating the relationship between perceived organizational support and employee performance. Affective commitment refers to employees' emotional attachment, identification, and involvement in an organization. This is an important factor affecting employee performance and overall organizational success (Hakimian et al., 2016).

Meanwhile, perceived organizational support refers to employees' perceptions of the organization's role in appreciating contributions and caring for their well-being (Rhoades & Eisenberger, 2002). perceived organizational support is important in influencing employees' attitudes, behavior, and performance (Khan & Ghufuran, 2018; Nazir et al., 2018). However, perceptions of organizational support do not directly influence employee behavior (Gaudet & Tremblay, 2017). Therefore, another variable mediating role is needed to clarify the relationship between perceived organizational support and employee performance.

The findings in this study indicate that affective commitment acts as an excellent mediator in the relationship between perceived organizational support and employee performance. This shows that when employees feel a high level of support from the organization, they tend to develop stronger emotional attachments and commitment to the organization, positively impacting their performance. This study contributes to the existing literature by providing empirical evidence for the mediating role of affective commitment in the relationship between perceived organizational support and employee performance. This research emphasizes how important it is to create an environment that supports and promotes emotional connection and employee commitment to the organization, which impacts improving performance.

Limitations and Future Research

First, this research is limited to the scope of public sector organizations in one of the government agencies in Indonesia. Future research can be carried out by expanding the scope of research objects to all public sector organizations in Indonesia. To provide a more comprehensive and generalizable explanation for all public sector organizations.

Second, research only focuses on the role of mediating employee affective commitment. Future research is expected to include other dimensions of organizational commitment, such as continuance and normative commitment, as the concept of organizational commitment promoted by Meyer et al. (2002).

Conclusion

The overall findings of the empirical study conclude that it is not sufficient to solely create perceived organizational support to improve employee performance. Simultaneously, organizations need to enhance employees' affective commitment by building trust, providing social support, clarifying career paths, and paying attention to employee well-being. This study provides the following conclusions:

- The first hypothesis is rejected, which states that Perceived Organizational Support has a positive and significant influence on Employee Performance.

- The second hypothesis states that Perceived Organizational Support has a positive and significant influence on Individual Affective Commitment to Change is accepted.
- The third hypothesis states that Individual Affective Commitment to Change has a positive and significant effect on Employee Performance is accepted.
- The fourth hypothesis states that Individual Affective Commitment to Change mediates the relationship between Perceived Organizational Support and Employee Performance is accepted.

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