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Work Satisfaction Mediates Perceived Organizational Support On Organizational Commitments

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ABSTRACT : The purpose of this study is to determine the role of job satisfaction in mediating the effect of perceived organizational support on organizational commitment on KrisnaOleh-OlehKhas Bali I employees. 60 samples is determined through a saturated sampling technique and analyzed by path analysis. Data collected through interviews and questionnaires. The results of this study indicate that perceived organizational support has a positive and significant effect on job satisfaction and organizational commitment. Job satisfaction has a positive and significant effect on organizational commitment. Job satisfaction positively and significantly mediates the effect of perceived organizational support on organizational commitment on employees. The implication of this research is the high level of job satisfaction felt by employees will increase employee

Keywords -*Perceived Organizational Support, Job Satisfaction, Commitment Organizational through the influence of perceived organizational support.*

I.   INTRODUCTION AND LITERATURE REVIEW

The rapid development of tourism makes Bali as one of the mandatory destinations for foreign tourists. TripAdvisor as one of the popular travel service platform providers and also provides recommendations on interesting tourist attractions, placing Bali in fourth on the list of tourist destinations that must be visited by tourists. Various reasons that become the basis of foreign tourists wanting to visit the island of Bali include reasons for tranquility, cultural uniqueness, natural beauty, and a variety of exotic tourism options that can be enjoyed by tourists as an attraction of the island of Bali. This is what drives the tourism sector to become one of the economic drivers of the Balinese people. This can be seen from the number of tourist visits to Bali the last four years in 2015 to 2018.

Table 1. Number of Foreign Tourist Visits to Bali in 2015-2018

Year	Total	Growth (%)
2015	4.001.835	6,24
2016	4.927.937	23,14
2017	5.697.739	15,62
2018	6.070.473	6,54

Source: Bali Provincial Statistics Agency 2015-2018

Table 1. shows an increase in the number of tourists visiting Bali in 2015 to 2018. In 2015 foreign tourist visits only experienced growth of 6.24 percent, this figure is not high enough compared to the previous year, it was caused by the eruption of Mount Raung in East Java, which caused air travel to Bali, experienced obstacles due to volcanic ash. However, it can be seen that the number of tourists visiting Bali experienced a significant increase shown in 2016 with a growth of 23.14 percent compared to 2015, this increase certainly surpassed the target set by the Bali Provincial Tourism Office of 4.2 million people in 2016. Likewise with the following year, the number of foreign tourist arrivals to Bali continued to increase despite not experiencing as much growth as in 2016, but it can be ascertained based on Table 1. International tourist arrivals continue to increase each year.

The increasing number of tourist visits to the island of Bali not only has an impact on the development of the tourism industry, but of course it also has an impact on the growth of related industries which have also developed rapidly, one of which is the creative industry, a typical Balinese souvenir business. The souvenir market is one of the mandatory destinations for tourists when visiting tourist areas just to buy souvenirs as a reminder that he has visited the area. KrisnaOleh-OlehKhas Bali is a souvenir business that offers a variety of handicraft products, food and beverages, convection, and other typical souvenirs of the island of Bali. Until now KrisnaOleh-OlehKhas Bali already has 8 branch companies which engaged in souvenirs. As the center of the

largest souvenirs in the Southeast Asia Region, KrisnaOleh-OlehKhas Bali has a major role and responsibility in creating jobs and encouraging the formation of reliable and responsible human resources for the achievement of organizational goals. Having employees who are committed to the company where they work is one of the keys to making this happen.

Oladunmoye (2017)also expressed the same opinion that commitment is a strong motivating factor to maintain membership in the organization for the achievement of organizational goals. Organizational commitment shows how employees are willing to continue their work, loyal to the organization, applying extra effort to meet organizational goals (Haq et al., 2017). The desire of employees to remain in the organization and be involved in every activity of the organization shows how the employee has a close relationship and has a high commitment to the organization in an effort to achieve organizational goals. Although organizational commitment is an important factor in the organization, the fact is that there are still many problems with commitment to the company, not least in one branch of the KrisnaOleh-OlehKhas Bali that is the place of research, KrisnaOleh-OlehKhas Bali I.

Basd from the information obtained through the results of interviews with manager of KrisnaOleh-OlehKhas Bali I in 2019, it is known that the organizational commitment possessed by employees appears to be quite low. This can be seen from the level of employee absenteeism in the last few months. Seen in Table 2 the level of absenteeism of employees of KrisnaOleh-OlehKhas Bali I in January 2019 reached 4.26 percent. This indicates that employees who engage in company activities are low, so it can be said that the organizational commitment that employees have is very low.

The average employee attendance rate per month which is still categorized as good is 2 - 3 percent, while the average absentee level of KrisnaOleh-Oleh Bali I, reaches 3.41 percent per month. Of course this shows a bad indication of the level of employee commitment. Absence without reason is an unfavorable situation for the company (Karavardar, 2015). In addition to the problem of attendance, there are also other problems that show the existence of indicators of low commitment to employees, employees do not comply with company regulations such as arriving late and chatting with colleagues in front of customers. Another problem that can be indicated as extreme action from the indication of low employee commitment is that there are some employees who decide to resign from the company. The number of employees resigning in 2019 are 8 people.

The number of outgoing employees is said to be normal if it ranges between 5-10 percent per year and is said to be high if it is above 10 percent per year(Serim et al., 2017). The number of employees who resigned from the company as many as 8 people in the period of 11 months in 2019 or 12.22 percent. Based on the results of interviews with 7 co-workers of employees who resigned for approximately one week, the reason they resigned was because employees felt unsatisfied with position positions that did not increase in an average period of two years, they saw an opportunity to get better jobs, not all employees have the opportunity to get awards from the company, employees feel the work is monotonous, employees are also reluctant to submit their complaints to the company because they feel if it will be in vain even though they do not know how the company's response. Lack of ownership and concern for employees of the company and its colleagues is one thing that might cause them to be reluctant to open. The employee's consideration in this case is because they feel their relationship with the employer is not too close so that socio-emotional feelings do not arise in them, therefore they appear indifferent to the condition of the company even though they leave, employees also feel less satisfied with their work so will have an impact on the low level of employee commitment to the company.

Based on the results of interviews with 7 employees and 1 manager that was conducted at the end of 2019, the commitment problem that occurred at the company was due to lack of organizational support or perceived organizational support felt by the employees so that this affected the employee's commitment to the company where he worked. Organizational support influences increased organizational commitment and work involvement which means involvement in work interests. The more organizational support received, the more things employees will do for their work (Farasat & Ziaaddini, 2015). The employee will be more committed to his organization when he receives the attention / support of his superiors (Aban et al., 2019). Perceived organizational support provided by the company is said to be successful when employees feel that the organization values its well-being and provides input for the best going forward because significant perceived organizational support tends to produce beliefs that employee capabilities must be developed and mistakes must be interpreted appropriately (Nica, 2016)

According to Pattnaik & Tripathy (2018), organizational support felt by employees is an important determinant of employee commitment levels, by sending signals that the company cares about employee welfare and appreciates its contribution will increase employee commitment to the company. This is supported by previous research by Kamajaya et al. (2017)who found that the perception of organizational support is one of the keys in building commitment which refers to the extent to which companies value their contributions, provide support, and care for their well-being. Fitria et al. (2018)revealed that perceived organizational support had a positive and significant effect on organizational commitment.

In addition to influencing organizational commitment, perceived organizational support can also affect employee job satisfaction, which is when a company provides support to employees when employees experience problems and appreciates employee contributions especially when the employee is performing there will be a sense of satisfaction within the employee towards the company(Mohamed & Ali, 2016). According to Farasat & Ziaaddini (2015)some effects of organizational support for employees are job satisfaction. Job satisfaction is a positive attitude and reaction of employees to their work, where organizational support will increase job satisfaction felt by employees. Organizational support has a positive and significant effect on job satisfaction, when employees feel pleasant working conditions they will have high job satisfaction

Employees who have positive perceptions about the organizational support available to them will feel more satisfied in their work (Ksama, 2016). Karaalioğlu & Karabulut (2019)revealed that employee perceptions of organizational support have a direct positive effect on job satisfaction levels emphasizing that increasing employee satisfaction is one of the beneficial results derived from organizational support. Donald et al. (2016)show that there is a significant positive relationship between perceived organizational support and employee job satisfaction. In line with that research conducted by Novira & Martono (2015)also states that organizational support has a positive and significant effect on job satisfaction.

High job satisfaction will encourage employees to be loyal to the company, motivated, and feel happy in doing their work. This shows the higher level of job satisfaction felt by employees, the higher the level of organizational commitment.Handoko & Jennie (2015) who stated that employees who were relatively satisfied with their work proved to be more committed to the company. Puspitawati & Riana (2015)who explained that if employees feel satisfied with their work they will be more committed to the company. Aban et al. (2019)which shows that high job satisfaction results in high organizational commitment, this proves the existence of a positive influence. Putra et al. (2016)and Nurhayati (2015)in their research also showed positive results on the relationship of the effect of job satisfaction on organizational commitment. Therefore to increase employee commitment, company managers are advised to increase employee job satisfaction. According to Naqvi et al. (2015)organizations that have employees with high levels of job satisfaction tend to be more effective and productive compared to employees who are not satisfied with their work.

Based on these explanations, it can be seen if perceived organizational support can affect employee job satisfaction. The higher the support given by the company to employees, the higher the satisfaction employees feel at work. Novarinda & Iqbal (2017)even state that job satisfaction is the result of organizational support. Farasat & Ziaaddini (2015)state that now organizations are starting to realize the fact that they will benefit by investing in improving employee welfare and support because employees who feel supported by the organization have more commitment and satisfaction, avoiding absences, and not leaving the organization easily. Job satisfaction can also affect organizational commitment, where when employees feel the company has fulfilled the physical and psychological conditions they need, the higher the level of employee commitment to the company that makes them want to maintain membership in the organization where they work. Satisfaction is also able to mediate between perceived organizational support and organizational commitment.

An employee who is satisfied with the support given by the company when he works, then he will do his best to complete his work and commit to his company. This is supported by previous research conducted by Putra et al. (2016)states if organizational support has an indirect effect on organizational commitment through job satisfaction. Donald et al. (2016)and Meiske (2018)also stated that "job satisfaction mediates the relationship between perceived organizational support and organizational commitment".

The purpose of this research are to find out perceived organizational support influences employee job satisfaction, to find perceived organizational support influences organizational commitment on employees, to find out job satisfaction has an effect on organizational commitment on employees and to find out the role of job satisfaction in mediating perceived organizational support towards organizational commitment in KrisnaOleh-OlehKhas Bali I.

II. HYPHOTHESIS DEVELOPMENT

One of the effects of organizational support related to employees is like job satisfaction. The more employees feel that they are supported by the organization, the more they will experience job satisfaction because organizational support will increase employees' positive attitudes towards their work. Optimal organizational support will give employees the perception that the organization appreciates the contribution they make. Karaalioğlu & Karabulut (2019)also revealed that employee perceptions about organizational support have a direct positive effect on the level of job satisfaction. Donald et al. (2016), Kuo et al. (2015) and Novira & Martono (2015)show that 'there is a significant positive relationship between perceived organizational support and employee job satisfaction.' Based on previous research, the following hypothesis can be taken.
H1: Perceived organizational support has a positive and significant effect on job satisfaction.

The relationship formed between employees and superiors is a reciprocal relationship, where the organization will provide all aspects needed by employees so that they will feel obliged to reciprocate the

support and good treatment given by the organization one of them by working well to achieve organizational goals. Pattnaik & Tripathy (2018)which explains that "perceived organizational support has a positive effect on affective commitment and normative commitment, this shows that POS increases the sense of obligation of employees to help organizations achieve their goals."Nica (2016)who found that perceived organizational support has an important role in the dimensions of affective commitment through social exchange and self-improvement mechanisms. Donald et al. (2016)show that "perceived organizational support has a positive effect on organizational commitment". This means that employees who receive enough support from superiors, they will be more committed to the organization. Aban et al. (2019) explained that the perception of organizational support has a strong influence on organizational commitment. Fitria et al. (2018)showed that the accelerated placement of support for the influence of the region and the one with a negative relationship with the relationship that is positively related to the regional commitment. Based on previous research, the following hypothesis can be taken.

H2: Perceived organizational support has a positive and significant effect on organizational commitment

One effect of job satisfaction which is beneficial for the organization is low employee turnover and organizational effectiveness (Jalagat & Dalluay, 2017). High job satisfaction will encourage employees to be loyal to the company, motivated, and feel happy in doing their work. Nurhayati (2015)found in her research that job satisfaction has a significant positive effect on organizational commitment. Aban et al. (2019) shows that high job satisfaction results in high organizational commitment, this proves the existence of a positive influence. Handoko & Jennie (2015)stated that employees who were relatively satisfied with their work proved to be more committed to the organization. Putra et al. (2016)who found that job satisfaction has a positive effect on organizational commitment. Puspitawati & Riana (2015)who explained that job satisfaction has a positive and significant effect on organizational commitment, which means that if employees feel satisfied with their work then they will be more committed to the company. Based on previous research, the following hypothesis can be taken.

H3: Job satisfaction has a positive and significant effect on organizational commitment.

Organizations that care about employee welfare and provide input and assistance when employees are in trouble tend to give employees confidence that their physical and psychological satisfaction is fulfilled, so that a sense of loyalty and pleasure has become part of the organization. When an employee feels satisfied with the support given by the company while he is working, he will do his best to complete his work and commit to his company. Putra et al. (2016) mentioned in his research that there is a significant mediating effect of job satisfaction in the relationship of organizational support with organizational commitment. This means that the better organizational support is felt by employees, job satisfaction will increase so that employees are more committed to the company. Donald et al. (2016)in his study also stated that job satisfaction mediates the relationship between perceived organizational support and organizational commitment. Meiske (2018) explains that the relationship between POS and organizational commitment must be made through the mechanism of job satisfaction. Cahayu & Rahyuda (2018)found the result that job satisfaction partially mediates the effect of perceived organizational support on organizational commitment. Based on previous research, the following hypothesis can be taken.

H4: Job satisfaction becomes the mediating variable of the effect of perceived organizational support on organizational commitment.

III.   METHODS

This research uses a quantitative approach that is associative. In this study the object of research is perceived organizational support and employee commitment with job satisfaction as a mediating variable on employees. The independent variable in this study is perceived organizational support (X). The dependent variable in this study is organizational commitment (Y). The variable that mediates in this study is job satisfaction. The instrument used in the study was a questionnaire containing questions related to the indicators of each variable. The population and samples of this study are employees at KrisnaOleh-OlehKhas Bali I, amounting to 60 people. The sampling method in this study uses saturated sampling. Data collected by interview and questionnaire methods.

IV.   RESULTS AND DISCUSSION

Characteristics of respondents where women dominate with a percentage of 71.67 percent. This is because more female employees are needed in the field, for example in the sales promotion and cashier . Those who have 26-30 years of age dominate with a percentage of 60 percent. This is because at that age a person is still at a productive age, but also at that age someone feels risky to leave the company. When viewed from the level of education, respondents with high school-graduated, dominated with a percentage of 56.67 percent.

The statement of perceived organizational support that has the lowest score is "The company appreciates the extra effort I made for my work", obtained a score of 3.32. although included in the criteria of "quite high",

but has a low score compared to other statements this means that in general respondents consider the company has not appreciated the extra effort that employees do for the work of employees. statement from perceived organizational support that has the highest score is "The company shows great attention to me", obtained a score of 3.62 which is included in the high criteria, this means that in general the company shows great concern for employees.

The statement of job satisfaction that has the lowest score is "I feel satisfied at work because the environment around me works comfortably to be invited to communicate", obtained a score of 3.13 which is quite high , but has a low score compared to other statements this means, in general respondents considered not feeling satisfied at work because the environment around employees worked less comfortable to be invited to communicate. The statement of job satisfaction that has the highest score is "I am satisfied with the benefits provided (insurance, incentives, and other facilities)", obtained a score of 3.38 which is quite high criteria, this means that in general respondents were satisfied with the benefits provided (e.g. insurance, incentives and other facilities). The statement of organizational commitment that has the lowest score is the statement "I feel happy working at the company", obtained a score of 3.35 which is quite high, but has a low score compared to other statements this means that in general they do not feel happy working at the company. The statement of organizational commitment that has the highest score is "I feel my life will deteriorate if leaving the company", obtained a score of 3.48 which is quite high, this means that in general respondents felt their lives would deteriorate if leaving the company.

Table 1. Path Analysis in Structure 1

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.711	0.330		2.156	0.035
Perceived Organizational Support	0.752	0.092	0.732	8.190	0.000
R^2 : 0,536					

Source: Primary data, processed 2020

Variable perceived organizational support has a coefficient of 0.732 which means perceived organizational support has a positive effect on job satisfaction, this means that if perceived organizational support increases, job satisfaction will increase by 0.732.

Table 2. Path Analysis in Structure 2

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.512	0.352		1.457	0.151
Perceived Organizational Support	0.336	0.138	0.310	2.428	0.018
Job Satisfaction	0.523	0.135	0.496	3.885	0.000
R^2 : 0.568					

Source: Primary data, processed 2020

Variable perceived organizational support has a coefficient of 0.310 means perceived organizational support has a positive influence on organizational commitment, this means that if perceived organizational support increases, organizational commitment will increase by 0.310. Job satisfaction variable has a coefficient of 0.496 means that job satisfaction has a positive influence on organizational commitment, this means that when job satisfaction increases, organizational commitment will increase by 0.496.

In the calculation of the total determination coefficient value of 0.800, the conclusion is that 80% of the organizational commitment variable in employees in KrisnaOleh-OlehKhas Bali I is influenced by perceived organizational support and job satisfaction, while the remaining 20% is influenced by other factors not included in research model or outside the research model.

Table 3. Direct Effects, Indirect Effects of Perceived Organizational Support (X), On Job Satisfaction (M) and Organizational Commitment (Y).

Variables	Direct Effects	Indirect effects through M	Total
X→M	0,732		0,732
M→Y	0,496		0,496
X→Y	0,310	0,363	0,673

Source: Primary data, processed 2020

Perceived organizational support has a direct effect on job satisfaction of 0.732 or 73.2%, job satisfaction has a direct effect on organizational commitment of 0.496 or 49.6%, perceived organizational support has a direct influence on organizational commitment of 0.310 or 31.2%, perceived organizational support has direct and indirect effects through job satisfaction on organizational commitment with coefficients of 0.310 and 0.363, so the total effect is 0.673 or 67.3%.

Based on the results of the Sobel Test shows that the results of tabulation Z = 3.314> 1.96 which means that the variable Perceived Organizational Support has a positive and significant effect on organizational commitment to employees in Krisna Oleh-Oleh Khas Bali I with job satisfaction as mediating variable , so that the fourth hypothesis is accepted.

Perceived Organizational Support has a Beta value of 0.732 and Sig. equal to 0,000, then it can be said that H1 is accepted because of the Sig. 0,000 <0.05. The conclusion is that Perceived Organizational Support has a positive and significant effect on job satisfaction, so the first hypothesis is accepted. The more employees feel that they are supported by the organization, the more they will experience job satisfaction because organizational support will increase employees' positive attitudes towards their work.This is in line with the results of research conducted by Donald et al. (2016), Kuo et al. (2015), Novira & Martono (2015)also revealed that employee perceptions about organizational support have a positive influence directly to the level of job satisfaction. This shows that "when employees feel the support of their organization, they become more satisfied with their work."

Perceived Organizational Support has a Beta value of 0.310 and a Sig. of 0.018, it can be said H2 is accepted because the value of Sig. 0.018 <0.05. The conclusion is that Perceived Organizational Support has a positive and significant effect on organizational commitment so that the second hypothesis is accepted. The perceived increase in organizational support will increase employees' willingness to remain part of the organization. Employees are more likely to continue their work in the organization. This is in line with the results of research conducted by Nica (2016)who found that perceived organizational support has an important role in the dimensions of affective commitment through social exchange and self-improvement mechanisms. Donald et al. (2016), "perceived organizational support has a positive effect on organizational commitment. This means that employees who receive enough support from superiors, they will be more committed to the organization."

Job satisfaction has a Beta value of 0.496 and a Sig. equal to 0,000, it can be said that H3 is accepted because the value of Sig. 0,000 <0.05. The conclusion is that job satisfaction has a positive and significant effect on organizational commitment, so that the third hypothesis is accepted. Job satisfaction is an important thing that individuals have at work, where each individual worker has different characteristics - different levels of job satisfaction. Handoko & Jennie (2015)stated that employees who were relatively satisfied with their work proved to be more committed to the organization. This research is supported by Putra et al. (2016)who find that job satisfaction has a positive effect on organizational commitment.

The results of the hypothesis in this study indicate that perceived organizational support has a positive and significant effect on organizational commitment on employees with job satisfaction as a mediating variable, so the fourth hypothesis is accepted. The results of this study are in line with Putra et al. (2016), there is a significant mediating effect of job satisfaction in the relationship of organizational support and organizational commitment. This means that the better organizational support is felt by employees, job satisfaction will increase so that employees are more committed to the company. Meiske (2018) explains that the relationship between POS and organizational commitment must be made through the mechanism of job satisfaction. Cahayu & Rahyuda (2018)found the result that job satisfaction partially mediates the effect of perceived organizational support on organizational commitment.

V. CONCLUSION

Perceived Organizational Support has a positive and significant effect on job satisfaction among employees at Krisna Oleh-Oleh Khas Bali I, so that hypothesis 1 is accepted. Perceived Organizational Support has a positive and significant effect on organizational commitment of employees in Krisna Oleh-Oleh Khas Bali I, so that hypothesis 2 is accepted. Job satisfaction has a positive and significant effect on organizational

commitment in employees at Krisna Oleh-Oleh Khas Bali I, so hypothesis 3 is accepted. Job satisfaction is a mediating variable of the influence between Perceived Organizational Support on Organizational Commitment to employees in Krisna Oleh-Oleh Khas Bali I, so hypothesis 4 is accepted.

Company management must continue to maintain the perceived organizational support within the company so that employees feel compelled to increase morale at work, so that it will increase organizational commitment to employees at Krisna Oleh-Oleh Khas Bali I. Companies must appreciate the extra effort of employees in carrying out their work by providing a certain reward and providing comfort in the environment around employees working comfortably to be invited to communicate.

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