Social Support and Affective Commitment: Mediation Mechanisms of Relational Attachment

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ABSTRACT

This study aims to determine whether social support has an effect on affective commitment and whether relational attachmen is able to mediate the relationship between social support and affective commitment to employees. Sources of data in this paper are primary data. With 99 employees as the writing sample. Analysis of the data used in this paper is PLS Structural Equation Modeling (SEM) which is operated through the SmartPLS program. The results showed that social support had a positive and significant effect on relational engagement, relational attachment had a positive and significant effect on affective commitment, and relational attachment was able to mediate social relationships support affective commitmen.

Introduction

In social life, human relations are reflected in the interaction of the individual activities of the community. Interaction in society is related to social interaction. This interaction occurs through two things, namely social contact and communication. Social contact can take place in three forms, namely, individual, between individuals with groups and between groups. While communication is a person giving meaning to the behavior of others. This relationship or interaction is also called relational. To form good public relations is strongly influenced by relational attachment. Just as in society, relational also occurs in an organization.

Organizations cannot carry out their activities without human resources. Human resources are very important in the organization, because the effectiveness and success of the organization is highly dependent on the quality and performance of the existing human resources in the organization. Research has proven that the quality of work of members of the organization is largely determined by how strong the commitment of its members to the organization.

By having members who have a strong commitment, the organization or other agencies already have very expensive assets, which cannot be valued in money. What needs to be done in realizing good organizational goals is to provide a comfortable work environment and increase positive relationship attachments for each employee. This is because this step is the first step to produce organizational members who have a strong affective commitment.

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Affective commitment is an individual's willingness to stay in the organization which is marked by an emotional attachment to the organization, identification of the values and goals of the organization, and involvement in the organization (Christa, 2013). Affective commitment is also more valuable for an organization because it involves emotional factors so that employees will work with feelings of pleasure and enjoy their role in the company (Armanu dan Mandayanti, 2011). Thus, research investigating the mechanism of increasing affective commitment of organizational members is urgently needed in the field of management and organization studies as well as in a practical perspective.

Theoretical support

Relational System Theory

The concept of relational attachment Kahn (2007) reflects employees' affective feelings about closeness and relationships with others at work, and, as such, is linked to other constructs that reflect high-quality working relationships. For example, relational engagement is conceptually related to interpersonal trust, which involves close emotional attachment, and concern for one's partner (McAllister, 1995).

Social Support

Social support generally describes the role or influence that can be caused by other meaningful people such as family, friends, relatives, and co-workers. According to Brownel and Shumaker (Sulistyawati, 2010; Rima and Raudatussalamah, 2012) There is an indirect effect of social support means that social support affects individual well-being by reducing the severity of the stress of an event. Social support involves meaningful social relationships, so that it can have a positive influence on the recipient.

Affective Commitment

Organizational affective commitment can have a positive impact on problems of working conditions for employees, among others, by reducing work pressure by suppressing burnout or emotional exhaustion (Schmidt, 2007). In addition, another positive impact is lowering the risk of resignation (Meyer, Stanley, Herscovitch, and Topolnytsky, 2002), reduce employee absenteeism (Eisenberger, Fasolo, dan Davis-LaMastro, 1990), individuals can appreciate company values (Beheshtifar and Herat, 2013), and adhere to organizational policy norms and practices (Jena, Bhattacharyya, and Pradhan, 2017). Practically, individuals with organizational affective commitment will work hard and perform better (Meyer and Allen, 1997). Furthermore, organizational affective commitment is also thought to be influenced by age (Pourghaz, Tamini, and Karamad, 2011). Some researchers suggest that demographic factors such as age and length of work also influence organizational commitment (Azeem, 2010; Cohen, 1993; Meyer and Allen, 1990). In addition, other factors that can affect organizational affective commitment are perceived organizational support (POS) (Eisenberger et al., 1990; Eisenberger, Huntington, Hutchison, and Sowa, 1986; Meyer and Allen, 1997;

Rhoades et al., 2001). Perceived organizational support is defined as an individual's belief that the organization appreciates the work and shows concern for the welfare of employees (Eisenberger et al., 1986).

Relational Attachment

According to Ruben and Stewart (2006) interpersonal relationships are relationships based on reciprocal message processing. A relationship is formed when there is reciprocal message processing. Meanwhile, according to Spradley and Mccurdy (1972), relationships or relationships that occur between individuals that last for a relatively long time will form a pattern, this relationship pattern is also called a relationship pattern.

Research method

Data Analysis

This research is included in the type of explanatory study research. This study aims to provide an explanation of the impact of social support on affective commitment. Furthermore, this study further explains the mechanism of relational attachment that mediates the relationship between social support and affective commitment. It can also be said that this research is an explanatory research that uses quantitative methods to test hypotheses empirically. Research conducted in The Agency of Public Works dan Penataan Ruang, Perumahan dan Kawasan Permukiman (DPUPRPKP) Meranti Islands Regency. In testing the hypothesis, the research uses primary data. This study seeks to obtain data by sending questionnaires to employees who work in one of the government agencies in the Meranti Islands Regency by utilizing self-administered questionnaire. The distribution of the questionnaire will be carried out by convenience sampling method.

Results

Analisis SEM-PLS

Data analysis in this study tested the effect of several independent variables on the dependent variable and the moderating variable. Hypothesis testing is done by using the method Partial Least Square (PLS). Partial Least Square is the solution method structural Equation Modelling (SEM). Research entitled the effect of social support on Affective Commitment with relational attachment as a mediation on employees the Agency of Public Works and Spatial Planning, Housing and Settlement Areas of the Meranti Islands Regency. In analyzing research data using SEM analysis with the application WarpPLS 6.0.

Inner model is an analysis carried out to test research hypotheses and answer the problems posed. Hypothesis testing is carried out according to the research framework carried out to analyze and test directly and indirectly between exogenous and endogenous variables with a moderation model. The significance level of testing this hypothesis is done by looking at the value of the p-value.
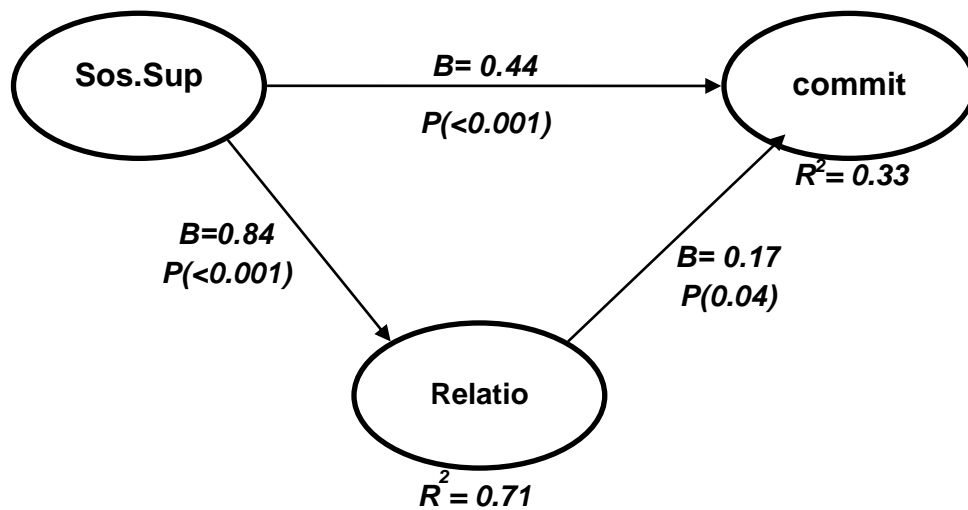
Figure 1. Structural Equation

Figure 1 shows the path coefficient results with a significance level in accordance with the calculations that have been carried out using Warp PLS.

Discussions

The Effect of Social Support on Affective Commitment

Calculation of the influence of the Social Support variable has a positive effect on Affective Commitment. In this calculation, the path coefficient value is 0.436 with a significance level or p-value <0.001. The calculation explains that the hypothesis of Social Support has a positive effect on Acceptable Affective Commitment and the relationship is positive. This means that directly Social Support (X) has a significant effect on Affective Commitment (Y), the higher the employee's Social Support, the higher the Affective Commitment or vice versa.

The Effect of Social Support on Relational Attachment

Calculation of the influence of the Social Support variable has a positive effect on Relational Engagement. In this calculation, the path coefficient value is 0.841 with a significance level or p-value <0.001. The calculation explains that the hypothesis of Social Support has a positive effect on Relational Engagement is accepted and the relationship is positive. This means that directly Social Support (X) has a significant effect on Relational Engagement (Z), the higher the employee's Social Support, the lower the Relational Engagement or vice versa.

The Effect of Relational Attachment on Affective Commitment

Calculation of the influence of the Relational Attachment variable has a positive effect on Affective Commitment. In this calculation, the path coefficient value is 0.169 with a significance level or p-value of 0.041. The calculation explains that the Relational Attachment hypothesis has a positive effect on Acceptable Affective Commitment and the relationship is positive. This means that Relational Engagement (Z) has a significant effect on Affective

Commitment (Y), the higher the Employee's Relationship Engagement, the higher the Affective Commitment or vice versa.

Relational Attachment Mediates the relationship of Social Support with Affective Commitment

Calculation of the influence of the Relational Attachment variable as a mediating variable of Social Support on affective commitment. In this calculation, the path coefficient value is 0.142 with a significance level of 0.02 or p-value = 0.02. The calculation explains that the relational attachment hypothesis as a variable that mediates Social Support on affective commitment is accepted. This means that Relational Attachment indirectly as a mediating variable of Social Support on affective commitment, this shows the role of Relational Attachment has an effect on these two variable relationships, where the greater the size of the relationship, the lower the social support in the workplace so that it has an impact on the high Affective Commitment.

Conclusion

Social Support has a positive and significant effect on Affective Commitment to employees at The Agency of Public Works and Spatial Planning, Housing and Settlement Areas (DPUPRPKP) Meranti Islands Regency. Social Support has a positive and significant effect on relational attachment to workers in The Agency of Public Works and Spatial Planning, Housing and Settlement Areas (DPUPRPKP) Meranti Islands Regency. Relational attachment has a positive and significant effect on affective commitment to workers in The Agency of Public Works and Spatial Planning, Housing and Settlement Areas (DPUPRPKP) Meranti Islands Regency. Relational attachment is able to mediate Social Support for Affective Commitment to workers in The Agency of Public Works and Spatial Planning, Housing and Settlement Areas (DPUPRPKP) Meranti Islands Regency. From the results of questionnaires that have been distributed to 99 employees at The Agency of Public Works and Spatial Planning, Housing and Settlement Areas (DPUPRPKP) Meranti Islands Regency, it is hoped that the results of this study will provide information for the secretariat in managing employees, that the importance of social support received by employees thus forming affective commitment through the mediating mechanism of relational attachment.

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