

The Effect of Organizational Support and Organizational Socialization on Affective Commitment: The Mediating Role of Collective Values

Much. Riyadus Solichin¹, Siti Nur Azizah², Ika Susilowati³
^{1,2,3}Faculty of Economics and Business, Putra Bangsa University, Indonesia

ARTICLE INFO

Article history:

Received Aug 9, 2023
Revised Aug 18, 2023
Accepted Aug 28, 2023

Keywords:

Organizational support
Organizational outreach
Collective values
affective commitment

ABSTRACT

This study aims to analyze the effect of organizational support and organizational socialization on collective values. This study also analyzes the effect of collective values on affective commitment. This study examines the mediating role of collective values in the relationship between organizational support and organizational socialization with affective commitment. This study was conducted using a survey method, 68 respondents who were employees of the Kebumen Wijaya Kusuma Hospital participated in this study. Sampling used convenience sampling method. The method of data analysis was carried out using SEM-PLS with the help of SmartPLS 3 software. The findings of this study indicate that organizational support and organizational socialization are statistically proven to have a positive influence on collective values. The research results also show that collective values have a positive effect on affective commitment. The mediation hypothesis in this study is only one that is proven, namely collective values mediate the relationship between organizational support and affective commitment. Meanwhile, the mediating role of collective values in the relationship between organizational socialization and commitment has not been proven.

This is an open access article under the [CC BY-NC](https://creativecommons.org/licenses/by-nc/4.0/) license.



Corresponding Author:

Much. Riyadus Sholichin,
Faculty of Economics and Business,
Putra Bangsa University,
Indonesia.
E-mail: riyad.kroya@gmail.com

1. INTRODUCTION

Organizational commitment is generally considered to be important for organizational success. Unal (2014) states that among the three types of organizational commitment, affective commitment has the most significant impact on the organization. This is due to the fact that when individuals feel emotionally attached to an organization, they will voluntarily try their best to achieve organizational goals without any external pressure. As a result, individuals will work voluntarily, try to build a positive image, and eventually become an integrated part of the organization. They will continue to develop themselves, be loyal, and try to make better and more useful contributions to the organization (Meyer et al., 1993; Ni'mah & Wulansari, 2018; Rejeki & Wulansari, 2015).

Affective commitment to the organization is the focus of ongoing exploration by practitioners and academics, who are also active in detailing the factors that influence it. According to Morrow (1983), this commitment is influenced by two main aspects, namely individual characteristics such as age, work experience, educational level, and drive to achieve; and situational factors related to the work context, such as organizational culture, role conflicts, role ambiguity, and the nature of the

organization and the work itself. In line with this, Allen and Meyer's (1990) view emphasizes that factors that support affective commitment include individual characteristics, job attributes, workplace experiences, and structural elements in the organization.

In this study, we will investigate the possible role of support provided by the organization as a factor influencing affective commitment. Assumptions that form the basis of thinking in this study. First, the theory of "socioemotional bases of commitment" (Reitzes, 1991) shows that commitment can be formed through efforts to maintain emotional bonds and identities that are formed through interactions with other people. Based on this theory, it can be observed that affective commitment can arise from individual interactions with organizations (Haryokusumo, 2019).

Previous studies conducted by Haryokusumo (2019) shows that there is a significant influence of organizational support on affective commitment in a positive direction, but the findings in a study conducted by Gustiyana et al., (2019) did not find any significant influence of organizational support on affective commitment. The inconsistency of the research results prompted the researcher to reconsider the study of the effect of organizational support on affective commitment by including collective values as a mediating variable, with the aim of bridging the existing research gap. This study also adopts the organizational socialization variable as an antecedent of collective values which is ultimately expected to encourage affective commitment.

Collectivism is a cultural feature that emphasizes the interdependence of individuals with one another, by defining themselves as members of a group and prioritizing group goals over personal goals (Triandis, 1995). The theory of individualism-collectivism suggests that collective values can be strengthened through feelings of "favor" that often arise in groups that unite and collaborate (Triandis, 1995). Furthermore, Triandis and Gelfand (1998) classify collectivism into two main dimensions, namely horizontal collectivism and vertical collectivism. Vertical collectivism involves viewing individuals as part of a group that is willing to accept hierarchy and inequality between different groups. On the other hand, in horizontal collectivism, individuals identify themselves as part of a group that treats all group members equally. Study conducted by Ni'mah & Wulansari (2018) shows that increasing collective values will encourage affective commitment.

According to Rumangkit (2016) Organizational socialization is one of the key factors that is thought to be able to predict organizational commitment. Organizational outreach can be explained as a step in which employees acquire the necessary knowledge to participate and act effectively as part of the organization. Employees who go through the process of organizational socialization tend to show a higher level of commitment to the company compared to those who do not experience organizational socialization. Organizational socialization helps newcomers become aware of the expected norms and traditions within the organization (Malik & Manroop, 2015).

This study was conducted to investigate the effect of organizational support and organizational socialization on affective commitment by proposing collective values as a mediating variable as an effort to fill the research gap in previous studies. This study contributes to the expansion of literature, especially regarding organizational commitment.

2. RESEARCH METHODS

This study is a survey conducted on employees of the Wijaya Kusuma Hospital, Kebumen. 68 respondents participated in this study. The sampling method uses non-probability sampling, namely convenience sampling. Variable measurements use a 5-point Likert scale. Point 1 indicates strongly disagree and point 5 indicates strongly agree. Data analysis used Structural Equation Modeling-Partial Least Square (SEM-PLS) with the help of SmartPLS version 3. The research variables in this study consisted of four variables. Two independent variables, namely organizational support (18 items) and organizational socialization (10 items). One mediating variable is collective values (14 items) and one dependent variable is affective commitment (5 items).

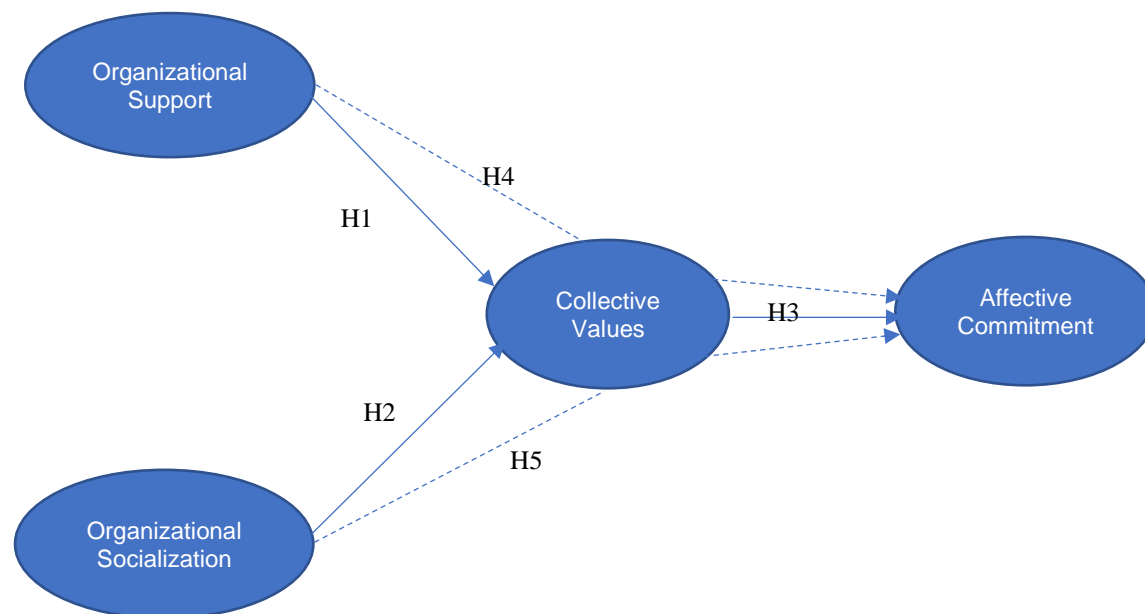


Figure 1. Research Model

Information:



Hypothesis:

H1: Organizational support has a positive effect on collective values

H2: Organizational socialization has a positive effect on collective values

H3: Collective values have a positive effect on affective commitment

H4: Collective values mediate the relationship between organizational support and affective commitment

H5: Collective values mediate the relationship between organizational socialization and affective commitment

3. RESULTS AND DISCUSSION

Respondent

An initial study was conducted on 68 employees at Wijaya Kusuma Hospital, Kebumen. Table 1 presents respondent information.

Table1. Overview of Respondents

| | | Frequency | Percentage |
|-------------------------|--------------|-----------|---------------|
| Gender | Man | 13 | 19.1 |
| | Woman | 55 | 80.9 |
| | Total | 68 | 100.00 |
| Age | 20-30 | 30 | 44.12 |
| | 31 - 40 | 35 | 51.47 |
| | > 40 | 3 | 4.41 |
| | Total | 68 | 100.00 |
| Education | D 3 | 45 | 66.18 |
| | S 1 | 21 | 30.88 |
| | S 2 | 1 | 1.47 |
| | Other | 1 | 1.47 |
| | Total | 68 | 100.00 |
| Years of service | > 5 Years | 29 | 42.65 |
| | 12 years old | 13 | 19.12 |
| | 3 - 4 Years | 26 | 38.24 |
| | Total | 68 | 100.00 |

Measurement Model/Outer Model Assessment

Evaluation of the outer model or measurement model includes an assessment of the outer loading, validity and reliability of the items and constructs studied. Validity is seen in two ways, namely convergent validity and discriminant validity (Hair et al., 2018). The first stage in assessing the outer model is to look at the outer loading value of each indicator value that measures the construct. Hair et al., (2018) recommends a strong loading factor value, namely above 0.70.

The second stage is assessing internal consistency reliability by looking at the composite reliability and Cronbach alpha values. Satisfactory reliability value based on opinion Hair et al., (2018); Jöreskog, (1971) is between 0.70 to 0.90.

The third stage is assessing convergent validity. Convergent validity is the extent to which a construct converges to explain its item variance. The metric used to evaluate the convergent validity of the constructs is the average extracted variance (AVE) for all items in each construct. An acceptable AVE is 0.50 or higher indicating that the construct explains at least 50 percent of its item variance (Hair et al., 2018).

The fourth step is to assess discriminant validity, namely the extent to which a construct is empirically different from other constructs in the structural model. Discriminant validity is described in Hair et al., (2018) includes three assessments, namely first by following the approach of Fornell and Larcker (1981), namely that the root AVE value of each construct must be compared with the square of the correlation between constructs (as a measure of shared variance) of the same construct and all other constructs measured reflectively in the model structural. The shared variance for all model constructs cannot be greater than the root value of AVE. Second, with approach (Henseler et al., 2015) namely by looking at the heterotrait-monotrait ratio (HTMT) of the correlation (Voorhees et al., 2016). HTMT is defined as the mean value of item correlation across constructs relative to the mean (geometric) correlation for items measuring the same construct. The recommended HTMT ratio value is less than 0.85 or 0.90.

The analysis results for outer loading, composite reliability, Cronbach alpha, and AVE are displayed in table 2.

Table2. Summary of output measurement model (Outer loading, Composite Reliability, Cronbach Alpha, AVE) Complete Items Before Eliminating Indicators

| Variable | Items | Outer Loading | Composite Reliability | Cronbach Alpha | AVE |
|------------------------|-------|---------------|-----------------------|----------------|-------|
| Organizational Support | DO1 | 0.828 | 0.956 | 0.948 | 0.733 |
| | DO2 | 0.861 | | | |
| | DO3 | 0.875 | | | |

| Variable | Items | Outer Loading | Composite Reliability | Cronbach Alpha | AVE |
|------------------------------|-------|---------------|-----------------------|----------------|-------|
| | DO4 | 0.852 | | | |
| | DO5 | 0.892 | | | |
| | DO6 | 0.894 | | | |
| | DO7 | 0.838 | | | |
| | DO8 | 0.807 | | | |
| Organizational Socialization | SO1 | 0.740 | | | |
| | SO2 | 0.818 | | | |
| | SO3 | 0.869 | | | |
| | SO4 | 0.914 | | | |
| | SO5 | 0.906 | 0.968 | 0.962 | 0.750 |
| | SO6 | 0.930 | | | |
| | SO7 | 0.898 | | | |
| | SO8 | 0.887 | | | |
| | SO9 | 0.841 | | | |
| | SO10 | 0.839 | | | |
| Collective Values | NNKH1 | 0.756 | | | |
| | NNKH2 | 0.842 | | | |
| | NNKH3 | 0.755 | | | |
| | NNKH4 | 0.758 | | | |
| | NNKH5 | 0.807 | | | |
| | NNKH6 | 0.827 | | | |
| | NNKH7 | 0.687 | | | |
| | NNKH8 | 0.530 | | | |
| | NNKV1 | 0.676 | 0.944 | 0.936 | 0.519 |
| | NNKV2 | 0.670 | | | |
| | NNKV3 | 0.825 | | | |
| | NNKV4 | 0.698 | | | |
| | NNKV5 | 0.751 | | | |
| | NNKV6 | 0.426 | | | |
| NNKV7 | 0.681 | | | | |
| NNKV8 | 0.718 | | | | |
| Affective Commitment | KA1 | 0.772 | | | |
| | KA2 | 0.714 | | | |
| | KA3 | 0.768 | | | |
| | KA4 | 0.486 | 0.864 | 0.808 | 0.519 |
| | KA5 | 0.778 | | | |
| | KA6 | 0.762 | | | |

Based on the results of the analysis, it can be seen that there are still outer loading values whose values are lower than the specified rule of thumb value, namely for the indicators NNKH8, NNKV6 and KA4 the values are still less than 0.60, so these items are eliminated. The outer loading value after eliminating items that do not meet the criteria can be seen in table 3.

Table3. Summary of output measurement model (Outer loading, Composite Reliability, Cronbach Alpha, AVE) After Eliminating Indicators

| Variable | Items | Outer Loading | Composite Reliability | Cronbach Alpha | AVE |
|------------------------|-------|---------------|-----------------------|----------------|-------|
| Organizational Support | DO1 | 0.826 | | | |
| | DO2 | 0.860 | | | |
| | DO3 | 0.876 | | | |
| | DO4 | 0.850 | 0.956 | 0.948 | 0.733 |
| | DO5 | 0.891 | | | |
| | DO6 | 0.894 | | | |
| | DO7 | 0.839 | | | |

| Variable | Items | Outer Loading | Composite Reliability | Cronbach Alpha | AVE |
|------------------------------|-------|---------------|-----------------------|----------------|-------|
| Organizational Socialization | DO8 | 0.810 | 0.968 | 0.962 | 0.750 |
| | SO1 | 0.741 | | | |
| | SO2 | 0.818 | | | |
| | SO3 | 0.870 | | | |
| | SO4 | 0.913 | | | |
| | SO5 | 0.906 | | | |
| | SO6 | 0.930 | | | |
| | SO7 | 0.899 | | | |
| | SO8 | 0.887 | | | |
| | SO9 | 0.840 | | | |
| Collective Values | SO10 | 0.838 | 0.947 | 0.940 | 0.564 |
| | NNKH1 | 0.763 | | | |
| | NNKH2 | 0.856 | | | |
| | NNKH3 | 0.747 | | | |
| | NNKH4 | 0.771 | | | |
| | NNKH5 | 0.824 | | | |
| | NNKH6 | 0.843 | | | |
| | NNKH7 | 0.664 | | | |
| | NNKV1 | 0.664 | | | |
| | NNKV2 | 0.641 | | | |
| Affective Commitment | NNKV3 | 0.842 | 0.884 | 0.838 | 0.605 |
| | NNKV4 | 0.684 | | | |
| | NNKV5 | 0.755 | | | |
| | NNKV7 | 0.707 | | | |
| | NNKV8 | 0.702 | | | |
| | KA1 | 0.779 | | | |
| KA2 | 0.746 | | | | |
| KA3 | 0.797 | | | | |
| KA5 | 0.797 | | | | |
| KA6 | 0.769 | | | | |

It can be seen in table 3, after eliminating items that do not meet the standards, now all outer loading values that measure all constructs are greater than 0.60 so that it can be concluded that all items have good validity, or items are stated to be able to measure constructs with Good.

It can also be seen in tables 1 and 2, the internal consistency reliability values for the model both before eliminating indicators and after eliminating indicators, the values have provided results that comply with the provisions. It is known that the composite reliability and Cronbach alpha values for the constructs of Organizational Support, growth strategy, Values Collective Value, government support, and Affective Commitment have values greater than 0.70, meaning that the constructs in this study have a good level of reliability.

The AVE value, which is a measure of convergent validity, either before eliminating indicators or after eliminating indicators, also produces values that are in accordance with the recommended rule of thumb. Hair et al., (2018) namely greater than 0.50, which indicates that the construct in this study has convergent validity or in other words the construct explains at least 50 percent of the item variance.

The table of discriminant analysis results using the Fornel Lacker Criterion can be seen in table 4.

Table 4. The results of discriminant validity analysis with the Fornell Larcker Criterion approach

| | Organizational Support | Affective Commitment | Collective Values | Organizational Socialization |
|------------------------------|------------------------|----------------------|-------------------|------------------------------|
| Organizational Support | 0.856 | | | |
| Affective Commitment | 0.698 | 0.721 | | |
| Collective Values | 0.671 | 0.689 | 0.721 | |
| Organizational Socialization | 0.562 | 0.424 | 0.645 | 0.866 |

The results of the discriminant validity analysis shown in table 4 provide the conclusion that the constructs in this study have met the criteria for discriminant validity, as evidenced by the value of each construct being lower than its root AVE value. This shows that one construct and another are empirically different. Table 5 presents the results of the discriminant analysis using the HTMT ratio criteria.

Table 5. The results of discriminant validity analysis with the HTMT ratio approach

| | Organizational Support | Affective Commitment | Collective Values |
|------------------------------|------------------------|----------------------|-------------------|
| Affective Commitment | 0.753 | | |
| Collective Values | 0.678 | 0.683 | |
| Organizational Socialization | 0.588 | 0.383 | 0.677 |

The results shown in table 5 strengthen that the construct in this study has good discriminant validity, the HTMT ratio produced in this study is in accordance with the rule of thumb which refers to opinion. Henseler et al., (2015) namely less than 0.85.

Model/Inner Model Structural Assessment

Assessment in the structural model includes assessment of statistical colinearity, coefficient of determination (R²), Construct Cross-validated Redundancy (Q²), and statistical significance and relevance of path coefficients.

Statistical colinearity functions to ensure that multicollinearity does not occur in the research model. Multicollinearity assessment is carried out by looking at the VIF value. VIF values above 5 indicate possible collinearity problems among predictor constructs.

The coefficient of determination (R²) is useful for seeing the percentage influence of exogenous variables in explaining endogenous variables. R² assessment criteria are based on opinion Hair et al., (2018) which states that R² ranges from 0 to 1, with higher values indicating greater explanatory power. As a guideline, R² values of 0.75, 0.50 and 0.25 can be considered substantial, moderate and weak.

In the structural assessment of the model, Construct Cross-validated Redundancy is also assessed, which is the output of the Blindfolding procedure which functions to see predictive relevance or assess the accuracy of predictions. In the SmartPLS output, the Construct Cross-validated Redundancy value is denoted by Q² (Hair et al., 2018). The Q² value must be greater than zero for a particular endogenous construct to indicate the predictive accuracy of the structural model for that construct. As a rule of thumb, Q² values higher than 0, 0.25 and 0.50 depict small, medium and large predictive relevance, respectively.

The next most important assessment is assessing the statistical significance and relevance of the path coefficient which is useful for explaining causality between constructs or for answering research hypotheses.

The results of the statistical colinearity analysis can be seen in table 6.

Table6. Statistical colinearity results

| Variable | VIF |
|------------------------------|-------|
| Organizational Support | 1,462 |
| Organizational Socialization | 1,462 |

It can be seen in table 6 that the VIF values for all exogenous constructs are lower than 5, meaning there are no collinearity problems in the predictor constructs.

The results of the analysis of the coefficient of determination and the cross-validated redundancy construct can be seen in table 7.

Table7. Results of the coefficient of determination (R2) and Construct Cross-validated Redundancy (Q2)

| Variable | R Square | Q Square |
|----------------------|----------|----------|
| Collective Values | 0.554 | 0.296 |
| Affective Commitment | 0.475 | 0.219 |

Based on the results of the analysis, the R-square value for the Collective Values variable is 0.554, indicating that the ability of the predictor variables, namely Organizational Support and Organizational Socialization in explaining Collective Values, is 55.4 percent or included in the substantial category.

Based on the results of the analysis, the R-square value for the Affective Commitment variable is 0.475, indicating that the ability of the predictor variable, namely Collective Values, in explaining Affective Commitment is 47.5 percent or included in the medium category.

Based on the analysis results, the Q-square value for the Collective Values variable is 0.296, meaning that the prediction accuracy of the organizational support and organizational socialization variables in predicting Collective Values is in the medium category.

Based on the results of the analysis, the Q-square value for the Affective Commitment variable is 0.219, meaning that the prediction accuracy of the Collective Values variable in predicting Affective Commitment is in the medium category.

Test the Direct Effect Hypothesis

The results of statistical significance analysis and the relevance of the path coefficient can be seen in table 8.

Table8. Test the direct effect hypothesis

| Relationship between variables | β | St. Dev | T Statistics | P Values |
|--|---------|---------|--------------|----------|
| Organizational Support -> Collective Values | 0.418 | 0.120 | 3,492 | 0.001 |
| Organizational Outreach -> Collective Values | 0.627 | 0.075 | 8,336 | 0.000 |
| Collective Values -> Affective Commitment | 0.425 | 0.166 | 2,565 | 0.011 |

The results of the analysis show that Organizational Support is statistically proven to positively influence Collective Values. Evidenced by the path coefficient value of 0.418 and a p value of 0.001. This shows that increasing Organizational Support will encourage the creation of Collective Values.

The results of the analysis show that organizational socialization is statistically proven to positively influence Collective Values. Evidenced by the path coefficient value of 0.627 and a p value of 0.000. This shows that increasing organizational socialization will encourage the creation of Collective Values.

Collective Values were found to have a positive effect on Affective Commitment with a path coefficient of 0.425 and a p value of 0.011, this means that increasing Collective Values will encourage an increase in Affective Commitment.

Mediation test

The results of the mediation analysis in SmartPLS were carried out by looking at the output of the specific indirect effect, which is one of the output features in the SmartPLS software to see the effect of mediation. The summary is shown in table 9.

Table 9. Test the mediation hypothesis

| Relationship between variables | β | St. Dev | T Statistics | P Values |
|--|---------|---------|--------------|----------|
| Growth Strategy -> Collective Values -> Affective Commitment | 0.041 | 0.026 | 1,597 | 0.111 |
| Organizational Support -> Collective Values -> Affective Commitment | 0.112 | 0.042 | 2,687 | 0.007 |

Based on the results of the Collective Values analysis, it is proven to mediate the relationship between organizational support and affective commitment. This means that the implementation of Organizational Support will encourage the creation of Collective Values which in turn will have an impact on increasing Affective Commitment.

Based on the results of Collective Values analysis it is not proven to mediate the relationship between socialization and affective organizational commitment. This means that organizational socialization only directly affects affective commitment, not necessarily through collective values.

4. CONCLUSION

The findings in this study conclude that organizational support and organizational socialization are predictors of collective values. Collective values were also found to encourage increased affective commitment in employees. This study also provides empirical findings that collective values act as a mediating variable in the relationship between organizational support and affective commitment. However, this study did not find the mediating role of collective values in the relationship between organizational socialization and affective commitment.

REFERENCES

- Gust yana, T. T., Pras etio, A. P., Ramadhanty, A. R., & Azahra, N. (2019). Pengaruh Persepsi Dukungan Organisasi, Stres Kerja, Dan Kepuasan Kerja Terhadap Komitmen Afektif Karyawan Perusahaan Produsen Air Kemasan Cam Di Bandung. *Jurnal Ilmu Sosial Politik Dan Humaniora*, 1(1), 23–36. <https://doi.org/10.36624/jisora.v1i1.22>
- Hair, J. F. H., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2018). When to use and how to report the results of PLS-SEM. *European Business Review*, 31(1), 2–24.
- Haryokusumo, D. (2019). Pengaruh Dukungan Organisasi dan Komunitas pada Komitmen Afektif dengan Kebermaknaan Kerja Sebagai Pemoderasi. *Jurnal Bisnis Darmajaya*, 05(02), 1–19.
- Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the Academy of Marketing Science*, 43(1), 115–135. <https://doi.org/10.1007/s11747-014-0403-8>
- Jöreskog, K. G. (1971). Simultaneous factor analysis in several populations. *Psychometrika*, 36(4), 409–426. <https://doi.org/10.1007/BF02291366>
- Malik, A., & Manroop, L. (2015). Recent immigrant newcomers' socialization in the workplace: Roles of organizational socialization tactics and newcomer strategies. *Equality, Diversity and Inclusion: An International Journal*, Vol. 34(Iss 3), 186–200. <https://doi.org/10.1108/GM-12-2013-0140>
- Meyer, J. P., Allen, N. J., & Smith, C. A. (1993). Commitment to organizations and occupations: Extension and test of a three-component conceptualization. *Journal of Applied Psychology*, 78(4), 538.
- Ni'mah, I., & Wulansari, N. A. (2018). Pengaruh Person-Organization Fit pada Komitmen Afektif yang Dimediasi oleh Nilai-Nilai Kolektif. *Management Analysis Journal*, 7(1), 38–49.
- Rejeki, A. T., & Wulansari, N. A. (2015). Pengaruh Keadilan Organisasional Pada Komitmen Organisasional Dengan Kepuasan Kerja Sebagai Variabel Intervening. *Management Analysis Journal*, 4(4).
- Rumangk it, S. (2016). Pengaruh sosialisasi organisasi pada komitmen afektif yang dimediasi oleh kesesuaian nilai. *Jurnal Bisnis Darmajaya*, 2(01).

<https://jurnal.darmajaya.ac.id/index.php/JurnalBisnis/article/view/618>

- Unal, Z. M. (2014). Does affective commitment mediate the relationship between person-organization fit and organizational identification. *International Journal of Academic Research in Business and Social Sciences*, 4(3), 270–283.
- Voorhees, C. M., Brady, M. K., Calantone, R., & Ramirez, E. (2016). Discriminant validity testing in marketing: an analysis, causes for concern, and proposed remedies. *Journal of the Academy of Marketing Science*, 44(1), 119–134. <https://doi.org/10.1007/s11747-015-0455-4>