



## The Impact of Perceived Organizational Support on Commitment with Satisfaction as a Mediating Variable on Employees with Disabilities at PT. Omron

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<http://dx.doi.org/10.47814/ijssrr.v6i1.456>

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### **Abstract**

Organizational commitment is behavior that demonstrates an employee's loyalty and connection with the organization's aims and ambitions to remain a part of the organization. This study aims to examine the direct effect of perceived organizational support on organizational commitment, the indirect effect of perceived organizational support on organizational commitment, and the mediating effect of job satisfaction on employees with disabilities at PT. Omron manufacturing in Indonesia. This study uses a sample of all disabled employees at PT. Omron Manufacturing of Indonesia, including both permanent and contract employees, for a total of 35 respondents. The study was analyzed using descriptive statistical methods. Perceive organization support has a positive and insignificant effect on organizational commitment, Perceive organization has a positive and significant impact on job satisfaction, job satisfaction has a positive and significant impact on organizational commitment, and perceived organization support has a positive impact on organizational commitment with job satisfaction as a mediating variable. The more an employee's job satisfaction, the greater employee's organizational commitment.

**Keywords:** *Organization Commitment; Perceived Organizational Support; Job Satisfaction*

### **Introduction**

The term Persons with Disabilities (PD) replaces the term people with disabilities (Randa, 2016). According to the June 2011 WHO World Report on Disability, the number of individuals with disabilities in the world exceeds 1,1 billion, or around 15 percent of the global population. In the meanwhile, Indonesia lacks definitive data on the number of people with disabilities. According to the 2018 National Socio-Economic Survey (SUSENAS), 14.2 percent of the Indonesian population, or approximately 30.38 million persons, have a disability (Ansori, 2020).

The low participation of PwDs in the world of work is due to a number of factors, including the low level of skills possessed by PwDs, the low level of education attained by PwDs, and the discriminatory attitude that PwDs continue to accept, including institutional, environmental, physical, and social discrimination, which discourages PwD participation to join the world of work (Antara, 2021). According to Susilowati and Laazulva (2014), one of the reasons why companies do not recruit people with disabilities is because they lack information on the recruiting process for people with disabilities, particularly people with disabilities who possess the necessary skills and competencies.

PT. Omron Manufacturing of Indonesia (PT. OMI) is a Japanese electronics manufacturer based in Indonesia. This company's motto, "*At work for a better life, a better world for all,*" reflects its philosophy that in order to be a successful company, one must first become a responsible member of the society in which it operates. In addition, the company is devoted to respecting all individuals, as expressed in concrete actions. PT. OMI is a pioneer in one of the companies that began employing individuals with disabilities in 1995. This company has implemented the maximum quota fulfillment for persons with disabilities by hiring one percent of the total number of employees with disabilities. As specified by Law No. 8 of 2016 addressing disabled persons (Dwiki, 2021).

The results of the author's interview with the Human Resources Development Supervisor of PT. Omron Manufacturing of Indonesia (OMI), Mrs. Ruby, revealed that the company has implemented Law no. 8 of 2016 article 53 by supporting the acceptance of Human Resources (HR) with disabilities. In addition, the company cooperates with the Center for Vocational Rehabilitation of Bina Daksa (BBRVBD) and the Panti Sosial Bina Deaf Wicara (PSBRW) as official training centers to

According to Mrs. Ruby, she also stated that employees with disabilities have been given the same wages as non-disabled employees in the same type of work and responsibilities, have received training facilities that require specific training, have been provided with shuttle buses for employees, which would certainly be more worthwhile for employees, have been provided with assistive devices for employees with disabilities who need them to support their work, and have been provided with health facilities and health insurance BPJS, bonuses for disabled and non-disabled employees at the end of the year, awarding of certificates, money or gold to employees with disabilities and non-disabled who excel or who have long work as a form of appreciation based on the work and achievements achieved. We can see the followong table :

Number of Employees with Disabilities	Percentage of Employees with Disabilities	Number of Non-Disabled Employees	Percentage of Non-Disabled Employees
35	1,38%	2.535	98,62%

According to Kreitner and Kinichi (2014), labour turnover can be used to gauge job satisfaction; if employee turnover is high, job satisfaction is regarded to be less. Since 2018 to 2021, the turnover rate of employees with disabilities at PT. OMI may be seen in the table below:

Year	Turn Over		Total Employees (Person)
	Admission	Resign	
2018	2	3	34
2019	1	3	32
2020	3	2	33
2021	4	2	35

The term of service can be defined as the length of time an employee has contributed their abilities in accordance with his job responsibilities (Vidya et al., 2015). Below is a table showing the working

period of employees with disabilities at PT. Omron Manufacturing of Indonesia. We can see in the following table:

Working Period (WP)	Number of PD Employees
1 < W P <= 5 years	21
5 < W P <= 10 years	8
WP > 10 years	6
Total	35

Perceived organizational support (POS) is widely described as employees' beliefs regarding the degree to which their employer values and cares about their contributions (Kim et al., 2017). Perceived organizational support can influence job satisfaction; the greater the support offered by the organization, the greater the job satisfaction perceived. Job satisfaction can also influence organizational commitment; the greater the employee's commitment to the organization, the more satisfied they are with the company's reciprocity for their performance (Cahaya & Rahyuda, 2019).

In previous research Aban *et al.* (2019), Azhar (2019), Soyalin and Battal (2020), Pratami and Muryatini (2022) stated that perceived organization support has a positive and significant impact on organization commitment. This suggests that the greater the organizational support employees perceive, the greater their commitment to the organization.

Research (Alcover et al., 2018; Bernarto et al., 2020; Claudia, 2018; Islam & Ahmed, 2018; Khan & Chandrakar, 2017; Rahmah, 2016) stated that perceived organization support has a positive impact on job satisfaction.

Research (Azhar, 2019; Djaelani et al., 2020; Huynh & Hua, 2020; Setiawati & Dwi Ariani, 2020; Pratami and Muryatini, 2022 ) Proves that job satisfaction has a significant and positive impact on organizational commitment. It is believed that the more an employee's job satisfaction, the greater employee's organizational commitment.

According to Yahya (2017) Provide proof that the relationship between organizational support and job satisfaction is positive. When an organization gives support to its employees, job satisfaction will improve, and when job satisfaction is high, people will search for opportunities to benefit the organization.

Based on the relationship between the variables above, the first hypothesis that researchers can conclude is H1: Perceived organization support has a direct effect on organizational commitment, H2: Perceived organization support has an effect on job satisfaction, H3: Job satisfaction has an effect on organizational commitment, and H4: Perceived Organizational support has an indirect effect on organizational commitment with job satisfaction as a mediating variable.

### Research Methods

Exogenous/independent variables, namely Perceived Organization Support (POS), intervening/mediation variables, namely Job Satisfaction (JS), and endogenous/dependent variables, namely Organizational Commitment (OC), are the scope of this study. And the unit of analysis for this study will be all employees with disabilities at PT. Omron Manufacturing of Indonesia, located in Cikarang, West Java.

This study's population consists of 35 employees with disabilities, both permanent and contract employees at PT Omron Manufacturing of Indonesia. Using Non Probability Sampling with Saturated

Sampling Technique, the sample for this study will consist of all employees with disabilities, both permanent and contract employees at PT. Omron Manufacturing of Indonesia.

This study used qualitative and quantitative data collected directly from respondents' answers to questionnaires and direct interviews with employees with disabilities at PT. Omron Manufacturing of Indonesia. The variables in this study were measured using a Likert scale.

After the collection of data using a Likert scale, ordinal data will be acquired. Before using Structural Equation Modeling (SEM) to analyze ordinal data, the data must be converted to intervals using the Method of Successive Intervals (MSI).

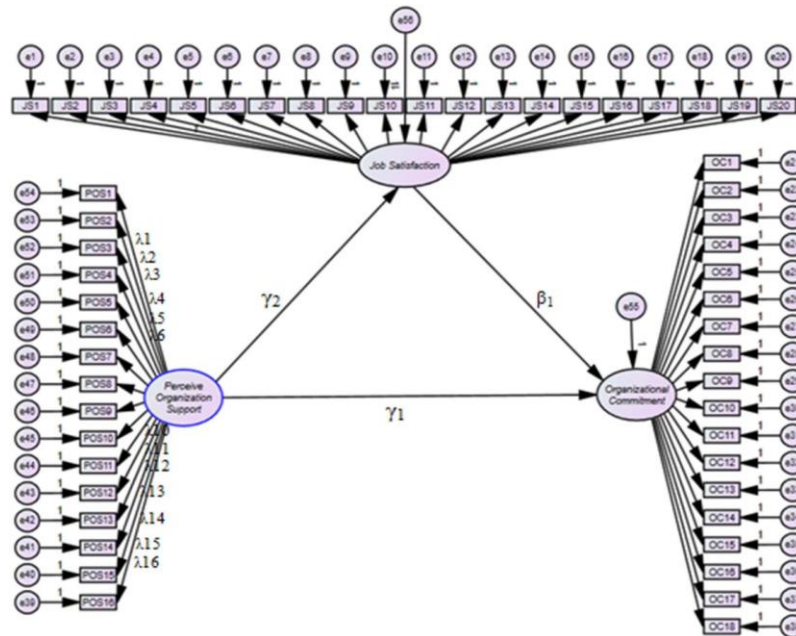


Figure 1 : Research Model Path Diagram

## Result and Discussion



Figure 2 : Exogenous and Endogenous CFA\_1 Test

Figure 2. shows Exogenous and Endogenous CFA Tests, there is still a loading factor value  $< 0.5$  for the Exogenous CFA test on the Perceive Organization Support (POS) variable and the Endogenous CFA test on the Job Satisfaction (JS) and Organizational Commitment (OC) variables. Specifically, indicators JS10 and JS20, as well as OC01 and OC02 While the Exogenous CFA test on Perceive Organization Support (POS) Variables, namely indicators POS02, POS03, and POS10, indicates that these indicators are invalid and must be eliminated in order to obtain Model 2 CFA of Exogenous and Endogenous Constructs, the indicators POS02, POS03, and POS10 must be retained:

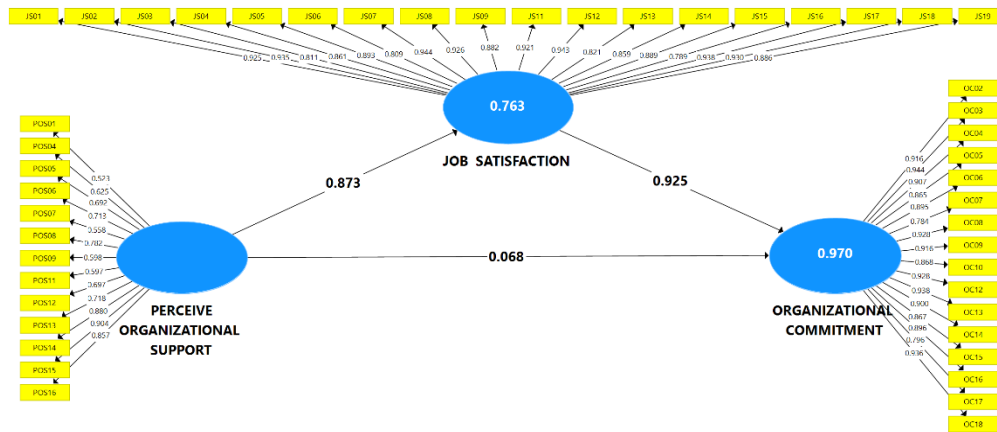


Figure 3 : Exogenous and Endogenous CFA\_2 Test

Based on Exogenous and Endogenous CFA 2 test results in Figure 3, there is no loading factor value  $< 0.5$ . So that all indicators related to exogenous and endogenous constructs have been validated. The findings of reliability calculations utilizing Composite Reliability from Confirmatory Factor Analysis / CFA for exogenous and endogenous variables indicate that all study variables in the complete model have good reliability.

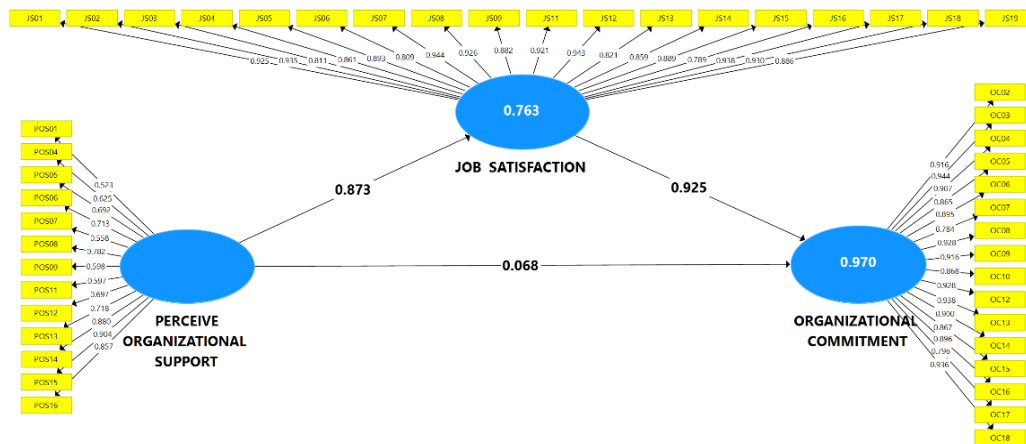


Figure 4 : PLS Result Model

To validate the model as a whole, goodness of fit (GoF) is used. The GoF index value is obtained from the average communalities index multiplied by the  $R^2$  model.

$$GoF = \sqrt{Com \times R^2}$$

$$GoF = \sqrt{0,966 \times 0,970}$$

$$GoF = 0,968$$

The results of the calculation indicate that the goodness of fit (GoF) value is acceptable, at 0.968. We can see Coefficient and t-count values at the 5% level in then following table:

Variable	Coefficient	t-count (>1,96)	P Values	Note
POS -> JS	0.873	28.094	0.000	Significant
JS -> OC	0.925	12.491	0.000	Significant
POS -> OC	0.068	0.912	0.362	Not significant
POS -> JS -> OC	0.808	11.885	0.000	Significant

Based on table, the following equation is obtained:

$$JS = 0.873 \times POS$$

According to the sub-structural model, Job Satisfaction (JS) is directly influenced by Perceive Organization Support (POS). This indicates that Perceive Organization Support has a positive impact on Job Satisfaction for employees with disabilities at PT. Omron Manufacturing of Indonesia, with an impact size of 0.873.

$$OC = 0.925 \times JS + 0,069 \times POS$$

Organizational Commitment (OC) is directly influenced by Perceive Organization Support (POS) and Job Satisfaction (JS), and the magnitude of the influence of Perceive Organization Support on Organizational Commitment (OC) for employees with disabilities is 0.068, while the magnitude of the influence of Job Satisfaction on Organizational Commitment is 0.925. This indicates that Job Satisfaction has a stronger impact on the Organizational Commitment of PT. Omron Manufacturing of Indonesia's employees with disabilities. We can see direct influence in the following table :

Variable	JS	OC
JS		0.925
POS	0.873	0.068

According to Table, the coefficient value of the direct influence of Perceive Organization Support (POS) on Job Satisfaction (JS) is 0.873, while the coefficient value of Job Satisfaction (JS) on Organizational Commitment (OC) is 0.925. The coefficient value of the direct influence of Perceive Organization Support (POS) on Organizational Commitment (OC) is 0.068. We can see indirect influence in the following table:

Variable	Indirect Influence
POS -> JS -> OC	0.808

Table shows, the indirect influence of Perceive Organization Support (POS) on Organizational Commitment (OC) via Job Satisfaction (JS) as the mediating variable has a coefficient of 0.808%.

Perceived organizational support has a direct effect on organizational commitment. The results of the T-count  $0.912 < t\text{-table } 1.96$  and  $p\text{-value } 0.362 > 0.05$ , so it is concluded that in the first hypothesis the



Perceive Organization Support (POS) variable has a positive and insignificant effect on Organizational Commitment.

Perceived organization support influences job satisfaction. The t-count value result is  $28.094 > 1.96$ , p-values  $0.000 < 0.05$ , in conclusion, the second hypothesis shows the Perceive Organization Support (POS) variable has a positive and significant impact on Organizational Commitment.

Job satisfaction influences organizational commitment. The t-count value result is  $12.491 > 1.96$ , p-values  $0.000 < 0.05$ , the result concluded the second hypothesis shows the Perceive Organization Support (POS) variable has a positive and significant impact on Organizational Commitment.

Perceived organization support has an indirect effect on organizational commitment with job satisfaction as a mediating variable. The results of the t-count value  $11.885 > 1.96$ , p-value  $0.000 < 0.05$ , so it can be concluded that the fourth hypothesis shows that there is a significant influence between the Perceive Organization Support (POS) variable on Organizational Commitment (OC) through Job Satisfaction as a variable. mediation with a coefficient value of 0.808.

### **Conclusion and Suggestion**

According to the reported and analyzed research results, the conclusion of this study is that Perceive Organization Support (POS) has a positive and insignificant effect on Organizational Commitment. Perceive Organization Support (POS) has a significant and positive impact on Job Satisfaction (JS). Job Satisfaction has a significant and positive impact on organizational commitment (OC). The relationship between Perceive Organization Support (POS) and Organizational Commitment (OC) is mediated by Job Satisfaction (JS).

To increase Organizational Commitment (OC), the leadership must consider the effects personal characteristics such as gender, age, level of education, and work experience.

As the Perceive Organization Support (POS) variable has a lower direct influence on Organizational Commitment than Job Satisfaction, it is recommended that PT. Omron Manufacturing of Indonesia give special attention to POS for employees with disabilities.

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