

THE MODEL OF SOCIAL SUPPORT AS MODERATOR AGAINST EFFECT ORGANIZATIONAL POLITICAL AND ORGANIZATIONAL COMMITMENT (INVESTIGATION AT PUBLIC ORGANIZATION IN ACEH)

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ABSTRACT

Organizational commitment and organizational politics are not something new in the discussion of organizational behavior. But it often causes phenomena within the organization. This time I try to investigate social support as a moderator in organizational political phenomena and organizational commitment. A sample of 117 respondents was randomly assigned to public organizations dealing with education in the Aceh Government. Data were analyzed using multiple regression and Moderated Hierarchical Regression Analysis (MRA). The results found that there was a positive influence between organizational politics on organizational commitment. Social support does not play a role as a moderator in this relationship. Finally, the implications of this research for organizational life and practice are considered.

Keywords: Organizational commitment, organizational politics, and social support.

INTRODUCTION

An organization is formed intentionally that is nothing but to make it easy to achieve a goal. For profit-driven organizations, organizations are formed to create wealth. For the social organization is to prosper the people who are in accordance with their fields (Ibrahim, 2015). People join the organization basically because they want to realize goals that are impossible to achieve through their own efforts. Therefore, the organization is a collection of people who work together to realize common goals. The organization as a group of people requires leaders to lead people to work in realizing organizational goals (Ibrahim et al., 2017).

The success of the organization in realizing its goals one of them is determined by the organizational commitment that someone has in the organization. Therefore, it is very important that every member of the organization must be committed to the organization. Over half a century, organizational commitment in the workplace has been the concern of the scientific community (Hasani, et al., 2013).

Based on the observation of researchers and direct interviews with the workers in the community service offices on education in Aceh, they considered that many of the workers placed or holding a position were not based on the expertise possessed by the worker, but most of them the basic political considerations. Organizational politics, influential in the placement of a worker in a particular position or task (Hsiang Chang, et al., 2012).

The question is how their commitment to the organization, because organizational commitment is a representation of one's soul in loving work that in turn they will grow a high commitment to their organization, the high commitment of a worker is the desire of the

organization (Huang, et al., 2006). Therefore, social support is considered to play an important role in maintaining organizational politics and organizational commitment can go a step in and direction in achieving the vision and mission of the organization.

According to Fritz et al. (2013) that employees who are highly committed to organizational goals are more productive. However, whether this applies to all organizations or is not the same for every organization. Whether social support can better support organizational success through organizational politics and organizational commitment. This is what needs to be studied in this research with the topic "The model of social support as moderator against the effect of organizational political and organizational commitment.

LITERATURE REVIEW

Organizational commitment

More than half a century, organizational commitment in the workplace attracted the attention of the scientific community. Many definitions of organizational commitment have been proposed by various researchers, but we also still accept that commitment reflects feelings of dependency, identity, and loyalty to achieve goals (Morrow 1983). Morrow's (1983) opinion does not differ greatly from the model proposed by Chusmir (1988):

"A new model presented here shows a three-stage organizational commitment process. The first, or preorganizational, stage consists of personal characteristics. These are modified in stage two by job and other external characteristics, and in stage three all of these moderate the six independent variables that have major direct impact on organizational commitment. They are 1. need satisfaction, 2. work/job satisfaction, 3. job commitment, 4. work commitment, 5. role stress, and 6. personal/organizational goal congruence."

Furthermore, the concept of organizational commitment has long been practiced in corporate organizations and some have argued that 50 years ago it was introduced (Hasani et al., 2013), but the term of organizational commitment was popular only in the period of 70s (Mirabizadeh, & Gheitasi, 2012). Initially there are two forms of commitment, namely attitudinal commitment and behavioral commitment (Morin et al., 201). Organizational commitment is one of the many organizational behaviors discussed and researched, whether as a dependent variable, independent variable, or mediator variable (Hochwarter, et al., 2003). This is due to the fact that organizations generally require employees who have a high commitment to the organization.

Norris & Levy, (2004) see that the high commitment of an employee to a particular organization is considered to have a positive effect on the organization, where the employee works. The view was also expressed by Gunawan (2006) that employees with high organizational commitment are more stable and more productive employees which in turn will benefit the organization in achieving the objectives.

Organizational political

Politics is the reality of organizational life, because in many organizations political considerations have always been part of the evaluation process, rather than rational considerations. Therefore, researchers view organizational politics as a perceptual phenomenon, not as objective political behavior. This means that behavior is considered political or non-political is dependent on the person who observes and feels it (Kacmar et al., 2000).

The concept of organizational politics was first introduced by James Madison, Jr. (The fourth President of the United States, he practices behaviors strategically designed to maximize self-interest despite contradictory to the interests and goals of the organization and the interests of other individuals (Ferris et al., 2002). Some researchers are very serious about this concept and focus on research that observes individuals to describe the politics of organization in the workplace, they specifically set up various politically-stated behaviors, i.e, manipulating perceived activities not positively (Vigoda et al., 2003). Ordinary political terms are also interpreted differently depending on the conditions under which the political term occurs or is used. In the context of contemporary research, organizational politics is a perceptual phenomenon with negative consequences on people perceiving the emergence of such politics (Harris, et al., 2007).

Today organizational politics is a unique issue to be discussed because on the one hand it concerns the existence of people within an organization, on the other side is the existence of the organization itself, both of which share a common goal of obtaining one goal (Ferris et al., 2002).

Social support

Organizational politics and organizational commitment are considered to be aligned in achieving an organizational goal (Vigoda & Drory, 2006). However, the existence of organizational politics and organizational commitment is not enough to make the organization effective in questioning its goals.

There are at least two important reasons for the existence of social support. First, the individual needs the help of others when the purpose or activity of the work is so broad and complex that it can not solve itself. Second, the relationship between employees that have value as the goal of a job that requires a relationship that helps each other. (Black, 1990; Spector, 2012).

Social support is an interpersonal transaction involving affirmation in the form of emotional support (Wymer, 2012). In addition social support can also be reviewed from the support of assessment, information support, and support of the instruments that individuals receive as members of social networks (Wymer, 2012).

Therefore support can be understood as social support is an aid in anything in facilitating organizational progress. This support can occur in the form of commitment and morale acquired in the interpersonal relationships required to support the smoothness of the organization.

Some theories and concepts put forward by some experts above, can be the basis of researchers to create a research framework. Figure 1 shows the social support variable is the moderating variable, the moderating variable can strengthen or weaken the influence of organizational political variable on organizational commitment (Ghozali, 2012).

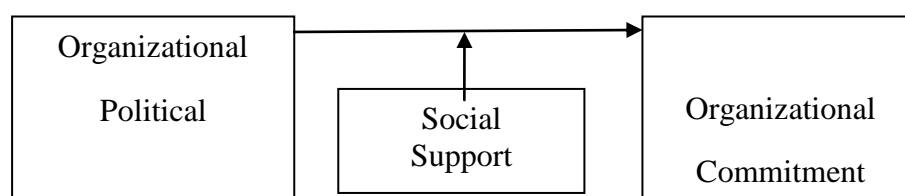


Figure 1: Conceptual of research framework

METHODOLOGY

Population and sample

The sample of the study was 117 workers at the office of Aceh government public organization that took care of the education field. Samples were taken from 340 populations using the Slovin formula (Husen, 2005).

$$n = \frac{N}{N(e)^2 + 1}$$

explanation : N = Population; n = Sample size; e = Percentage of accuracy due to sampling error.

By using a sampling clearance rate of 7.5%, then the number of respondents used as a sample are:

$$n = \frac{340}{340(0.075)^2 + 1}$$

$$n = \frac{340}{340(0.005625) + 1}$$

$$n = \frac{340}{2,9125}$$

$$n = 116,7382 \text{ (117) respondent}$$

Data Analysis

Moderate Regression Analysis (MRA) (Gozali, 2012), Moderated Hierarchical Regression Analysis (Lie, 2009).

This method requires two regression equations, the first one containing the interaction of the main variables and the second containing the interaction of the first and moderating variables. Tests on the effects of moderation can be done with two equations.

$$DV = \alpha + \beta_1 IVOP + \beta_2 IVSS + e \quad (\text{Equation 1})$$

$$DV = \alpha + \beta_1 IVOP + \beta_2 IVSS_1 + \beta_3 IVOP * MVSS_1 + e \quad (\text{Equation 2})$$

Note :

DV = Organizational commitment (Dependent variables)

IVOP= Organizational political (Independent variables)

IVSS₁ = Social support (Moderating variables)

e = Residue error

β_1 = Regression coefficient (x)

β_2 = Regression coefficient (Z)

β_3 = Z Moderator Y

Goodness of fit can be identified by the moderation effect of the increase of R² of the regression equation containing the main variables and the moderating variable (equation 2) of the regression equation containing only the main variables only (equation 1). Furthermore, moderation effect indicator can be identified coefficient of β_3 from interaction (IVOP * MVSS) in equation 2 (Ghozali, 2012).

RESULTS

Table 1 shows the magnitude of adjusted R², which is: 0.702, which means that 70.2% of variation Organizational commitment can be explained by the variation of independent variables: Organizational politics, Social support and moderator variables. While the rest (100% - 70.2% = 29.8% explained by other causes outside the model.

Table 1: Coefficient of determination

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .841 ^a | .708 | .702 | .292 |

a. Predictors: (Constant), MVSS , IVOP, IVSS

Furthermore, Table 2 is a test of simultaneous significance, i.e., ANOVA or F test that yields F calculated value of 93.267 with a significance level of 0.000. Since the probability of significance is much less than 0.05, the regression model can be used to predict Organizational Commitment. In other words, organizational politics, social support, and moderation together (simultaneously) have an effect on organizational commitment.

Table 2: Simultaneous significance test results (Test Statistic of F)

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1 | Regression | 22.949 | 3 | 7.650 | 93.267 | .000 ^a |
| | Residual | 8.858 | 108 | .082 | | |
| | Total | 31.807 | 111 | | | |

a. Predictors: (Constant), VMSS , IVOP, IVSS

b. Dependent Variable: Organization Commitment

In addition, the test results of the significance of individual parameters shown in Table 3, that of the three independent variables included in the regression analysis (MRA), namely: the organizational political variable, social support variable is a significant effect on organizational commitment. Organizational political variable gives value of parameter coefficient equal to 1.940 with significant level 0.000, and social support variable give value of parameter coefficient equal to 0.928 at level of significant of 0.026.

The moderation variable which is the interaction between organizational political variable and social support variable is not significant. Therefore it can be concluded that the variable of social support is not moderating variable. In other words, social support variables are not variables that play a role in the relationship between organizational political variables and organizational commitment variables. If the moderation variable is significant then it can be concluded that social support is a moderating variable (Ghozali, 2012).

Table 3: Individual parameter significance test results (Test of t statistics)

| Model | | Unstandardized Coefficients | | Standardized Coefficients | | Sig. |
|-------|------------|-----------------------------|------------|---------------------------|--------|------|
| | | B | Std. Error | Beta | t | |
| 1 | (Constant) | -3.591 | 1.629 | | -2.205 | .030 |
| | VIPO | 1.940 | .417 | 1.676 | 4.655 | .000 |
| | VIDS | .928 | .410 | .847 | 2.264 | .026 |
| | VMDR | -.016 | .062 | -.015 | -.268 | .789 |

a. Dependent Variable: Organization commitment

If the leadership of public organizations in the field of education of the Aceh Government runs organizational politics in increasing organizational commitment, then social support

factors need to be considered. Especially in terms of providing maximum assistance such as in terms of assessment, information, and instruments to employees. According to William H. Hendrix et. al., (1988), that to avoid employee stress in a business organization needs good social support.

Organizational political dimension is often perceived negatively by certain circles, if this organizational politics can affect organizational commitment, then individual behavior towards organizational politics needs to be directed to conducive and productive organizational politics.

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