

**THE EFFECT OF PARTICIPATORY DECISION MAKING,
ORGANIZATIONAL SUPPORT, AND WORK MOTIVATION ON
AFFECTIVE COMMITMENT****Erly Asriyani¹⁾**¹ Management, Faculty of Economics and Business, Universitas PGRI Madiun
email: erlyasriyani@gmail.com***Abstract***

Penelitian ini bertujuan untuk memberikan bukti empiris bahwa pengambilan keputusan partisipatif, dukungan organisasi, dan motivasi kerja berpengaruh terhadap komitmen afektif karyawan. Penelitian ini merupakan penelitian kuantitatif dengan jumlah sampel sebanyak 55 orang. Metode pengambilan sampel yaitu menggunakan sampel jenuh. Pengambilan data menggunakan kuesioner dengan penyebaran melalui *google form*. Hasil penelitian ini menunjukkan bahwa 1) Pengambilan Keputusan Partisipatif berpengaruh terhadap komitmen afektif karyawan PT Sakajaja Makmur Abadi Madiun 2) Dukungan Organisasi tidak berpengaruh terhadap komitmen afektif karyawan PT Sakajaja Makmur Abadi Madiun. 3) Motivasi Kerja berpengaruh terhadap komitmen afektif karyawan PT Sakajaja Makmur Abadi Madiun

Kata Kunci: Pengambilan Keputusan Partisipatif, Dukungan Organisasi, Motivasi Kerja, Komitmen Afektif

Abstract

This study aims to provide empirical evidence that participatory decision-making, organizational support, and work motivation influence employee affective commitment. This quantitative study involved 55 participants. The sampling method used saturated sampling. Data collection used a questionnaire distributed via Google Form. The results of this study indicate that 1) participatory decision-making influences the affective commitment of employees at PT Sakajaja Makmur Abadi Madiun. 2) Organizational support has no effect on the affective commitment of employees at PT Sakajaja Makmur Abadi Madiun. 3) Work motivation influences the affective commitment of employees at PT Sakajaja Makmur Abadi Madiun.

Keywords: *Participatory Decision-Making, Organizational Support, Work Motivation, Affective Commitment*

A. INTRODUCTION

In today's era of globalization, competition between companies has become fiercer and more intense. Therefore, companies are required to continuously address consumer needs and desires and fulfill them with better results and methods than competitors. This is because organizations are human-driven institutions (Putri Nur, 2023). An organization's success can be influenced by competition and rapid economic growth, and the quality of its human resources is certainly a key factor in achieving its goals. Human resource management plays a crucial role in achieving these goals. Companies must manage their employees to enhance organizational commitment.

According to Agustian and Fitria (2020), organizational commitment can be grouped into three dimensions: affective commitment, continuance commitment, and normative commitment. Each dimension of organizational commitment plays a distinct role, but among the three components of organizational commitment, affective commitment is considered the most important because it is the core of organizational commitment. Affective commitment more closely reflects employee dedication and loyalty to the company. Affective commitment can be defined as a feeling of belonging and identification (being part of the employee's identity), which can increase employee participation in organizational activities, drive them to achieve organizational goals, and increase their desire to remain with the organization.

Affective commitment is crucial in an organization because it can have positive impacts, such as reducing the risk of employee resignation and lowering employee absenteeism. Employees appreciate company values and adhere to organizational norms and policies. Employees with affective commitment will work diligently and demonstrate better work performance. According to (Mercurio, 2015), affective commitment is an employee's emotional commitment to the organization, making it the most important concept of organizational commitment.

PT Sakajaja Makmur Abadi Madiun is a pharmaceutical sub-distributor company that distributes pharmaceuticals from manufacturers and main distributors to customers. Distribution

is carried out to various healthcare facilities such as pharmacies, hospitals, and clinics. In the highly competitive pharmaceutical distribution industry, which demands high levels of timeliness and accuracy, employee performance is a crucial factor in determining the company's operational success.

The quality of employee performance is determined not only by technical competence but also by their level of involvement and commitment to the organization. One form of this involvement is affective commitment, which is an employee's emotional attachment to the organization, reflected in loyalty, a sense of belonging, and a desire to remain a member of the company. Employees with high affective commitment tend to demonstrate a positive work attitude, discipline, and enthusiasm in carrying out their duties.

Based on this phenomenon, there are indications that the low level of employee affective commitment at PT Sakajaja Makmur Abadi Madiun is likely influenced by low levels of participation in decision-making, suboptimal organizational support, and declining work motivation. Therefore, it is important to conduct research aimed at determining the extent of influence of Participatory Decision Making, Organizational Support, and Work Motivation on Employee Affective Commitment at PT Sakajaja Makmur Abadi Madiun.

B. METODE

The method in this research uses a quantitative method. This research was conducted at PT Sakajaja Makmur Abadi Madiun which was used as the object of research. PT Sakajaja Makmur Abadi is located at Jl. Raya Solo 5B Madiun. Determining the location of this research is very important to account for the source of the data obtained, therefore determining the location of the research needs to be done first. In this study the researcher used Probability Sampling research, which gives equal opportunities for each selected population. This sampling technique uses a saturated sampling technique, namely when all members of the population are sampled. In this case, all employees of PT Sakajaja Makmur Abadi Madiun, totaling 55 (fifty-five) people.

C. HASIL DAN PEMBAHASAN

Based on the results and discussion of the research I conducted at PT Sakajaja Makmur Abadi Madiun, the following analysis was obtained:

The results of the validity test itself are not universally applicable, meaning the instrument can achieve high validity values at different times and locations. The validity test is based on the r-table and r-calculation values. If r-calculation is greater than r-table, the indicator is considered valid. Conversely, if r-calculation is less than r-table, the indicator is considered invalid.

Tabel 1. Validity Test of Participatory Decision Making Variable

No	r _{hitung}	r _{tabel}	Keterangan
1	0,525	0,265	Valid
2	0,458	0,265	Valid
3	0,651	0,265	Valid
4	0,777	0,265	Valid
5	0,824	0,265	Valid
6	0,763	0,265	Valid
7	0,688	0,265	Valid
8	0,705	0,265	Valid
9	0,704	0,265	Valid
10	0,769	0,265	Valid

Source: Processed data, 2025

Tabel 2. Validity Test of Organizational Support Variables

No	r _{hitung}	r _{tabel}	Keterangan
1	0,615	0,265	Valid
2	0,756	0,265	Valid
3	0,776	0,265	Valid
4	0,649	0,265	Valid
5	0,589	0,265	Valid
6	0,695	0,265	Valid
7	0,764	0,265	Valid
8	0,696	0,265	Valid

Source: Processed data, 2025

Tabel 3. Validity Test of Work Motivation Variables

No	r _{hitung}	r _{tabel}	Keterangan
1	0,707	0,265	Valid
2	0,616	0,265	Valid

3	0,692	0,265	Valid
4	0,690	0,265	Valid
5	0,751	0,265	Valid
6	0,705	0,265	Valid
7	0,720	0,265	Valid
8	0,623	0,265	Valid
9	0,647	0,265	Valid

Source: Processed data, 2025

Table 4. Validity Test of Affective Commitment Variables

No	r_{hitung}	r_{tabel}	Keterangan
1	0,598	0,265	Valid
2	0,512	0,265	Valid
3	0,651	0,265	Valid
4	0,358	0,265	Valid
5	0,384	0,265	Valid
6	0,442	0,265	Valid
7	0,446	0,265	Valid

Source: Processed data, 2025

Tabel 5. Reability Test

Variabel	<i>Cronbach's Alpha</i>	Keterangan
Pengambilan Keputusan Partisipatif	0,880	Reliabel
Dukungan Organisasi	0,844	Reliabel
Motivasi Kerja	0,857	Reliabel
Komitmen Afektif	0,840	Reliabel

Source: Processed data, 2025

Based on the table above, it can be seen that the participatory decision-making variable has an alpha value of $0.880 > 0.70$, thus it can be said to be reliable. The organizational support variable has an alpha value of $0.844 > 0.70$, which means the instrument is declared reliable. Likewise, the work motivation variable has an alpha value of $0.857 > 0.70$, so the instrument can be said to be reliable. Furthermore, the affective commitment variable has an alpha value of $0.840 > 0.70$, which also indicates that the instrument is reliable. These data explain that all variables in this

study have an α value > 0.70 , so it can be concluded that all research instruments used have met the reliability requirements and are suitable for use in data collection.

Assumption Test

Normality Test

The normality test aims to determine whether the dependent and independent variables have a normal distribution. The basis for making this decision is that if $\alpha > 0.05$, the data is normally distributed. If $\alpha < 0.05$, the data is not normally distributed. The normality test in this study is as follows:

Tabel 6. Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		55
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	2,13844805
Most Extreme Differences	Absolute	,075
	Positive	,075
	Negative	-,072
Test Statistic		,075
Asymp. Sig. (2-tailed)		,200 ^{c,d}
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Source: Processed data, 2025

Based on the table above, it can be seen that the results of the normality test using the One-Sample Kolmogorov-Smirnov Test yielded a significance value of $0.200 > 0.05$. This indicates that the residual data is normally distributed. Since the significance value is greater than 0.05, it can be concluded that the data in this study meets the assumption of normality and is therefore suitable for regression testing.

Multicollinearity Test

A multicollinearity test is performed to determine whether there is a relationship between independent variables in a linear regression model. The basis for making the decision is that a tolerance value > 0.10 and a VIF > 10 indicate that the data does not exhibit multicollinearity.

Tabel 7. Multicollinearity Test Results

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Pengambilan Keputusan Partisipatif	,332	3,010
	Dukungan Organisasi	,154	6,506
	Motivasi Kerja	,234	4,266

a. Dependent Variable: Komitmen Afektif

Source: Processed data, 2025

Based on the results in the table above, it can be seen that the participatory decision-making variable has a tolerance value of 0.332, meaning > 0.10 , and a VIF value of 3.010, meaning < 10 . The organizational support variable has a tolerance value of 0.154, meaning > 0.10 , and a VIF value of 6.506, meaning < 10 . While the work motivation variable has a tolerance value of 0.234, meaning > 0.10 , and a VIF value of 4.266, meaning < 10 . Thus, it can be concluded that there is no multicollinearity problem in the three independent variables. All variables can be used in this study because they have met the classical assumptions regarding multicollinearity.

Heteroscedasticity Test

The heteroscedasticity test is used to determine whether there is inequality in the variance of the residuals. This test uses Spearman's rho, with the decision-making basis being that if the sig value is > 0.05 , heteroscedasticity does not occur, and uses a scatterplot.

Tabel 8 Heteroscedasticity Test Results

Correlations						
			Pengambilan Keputusan Partisipatif	Dukungan Organisasi	Motivasi Kerja	Unstandardized Residual
Spearman's rho	Pengambilan Keputusan Partisipatif	Correlation Coefficient	1,000	,534**	,325*	-,044
		Sig. (2-tailed)	.	,000	,014	,747
		N	55	55	55	55
	Dukungan Organisasi	Correlation Coefficient	,534**	1,000	,660**	-,129
		Sig. (2-tailed)	,000	.	,000	,343
		N	55	55	55	55
	Motivasi Kerja	Correlation Coefficient	,325*	,660**	1,000	-,099
		Sig. (2-tailed)	,014	,000	.	,469
		N	55	55	55	55
	Unstandardized Residual	Correlation Coefficient	-,044	-,129	-,099	1,000
		Sig. (2-tailed)	,747	,343	,469	.
		N	55	55	55	55
**. Correlation is significant at the 0.01 level (2-tailed).						
*. Correlation is significant at the 0.05 level (2-tailed).						

Source: Processed data, 2025

Based on the results of the heteroscedasticity test, it is known that the significance value of the participatory decision-making variable is $0.747 > 0.05$. The significance value of organizational support is $0.343 > 0.05$, and the significance value of work motivation is $0.469 > 0.05$. From these data results, it can be concluded that there is no heteroscedasticity because all significance values are greater than 0.05. The regression model in this study meets the heteroscedasticity assumption and can be continued to the next stage of analysis.

Tabel 9 Hasil Uji Koefisien Korelasi

Correlations					
		Pengambilan Keputusan Partisipatif	Dukungan Organisasi	Motivasi Kerja	Komitmen Afektif
	Pearson Correlation	1	,817**	,702**	,832**

Pengambilan Keputusan Partisipatif	Sig. (2-tailed)		,000	,000	,000
	N	55	55	55	55
Dukungan Organisasi	Pearson Correlation	,817**	1	,875**	,723**
	Sig. (2-tailed)	,000		,000	,000
	N	55	55	55	55
Motivasi Kerja	Pearson Correlation	,702**	,875**	1	,703**
	Sig. (2-tailed)	,000	,000		,000
	N	55	55	55	55
Komitmen Afektif	Pearson Correlation	,832**	,723**	,703**	1
	Sig. (2-tailed)	,000	,000	,000	
	N	55	55	55	55

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Processed data, 2025

Tabel 10 Determination Coefficient Test Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,852 ^a	,725	,709	2,199

a. Predictors: (Constant), Motivasi Kerja, Pengambilan Keputusan Partisipatif, Dukungan Organisasi

Source: Processed data, 2025

Multiple Linear Regression Test

The results of the regression calculations between the variables Participatory Decision Making (X1), Organizational Support (X2), and Work Motivation (X3) as independent variables on Affective Commitment as the dependent variable (Y) can be seen in the following table:

Tabel 11 Multiple Linear Regression Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
		B	Std. Error			
1	(Constant)	1,903	1,923		,990	,327
	Pengambilan Keputusan Partisipatif	,528	,090	,740	5,868	,000
	Dukungan Organisasi	-,166	,172	-,179	-,965	,339

	Motivasi Kerja	,280	,124	,340	2,264	,028
a. Dependent Variable: Komitmen Afektif						

Source: Processed data, 2025

Based on Table 11 above, the following equation is obtained:

$$Y = 1.903 + 0.528X_1 - 0,166X_2 + 0.280X_3$$

- A constant of 1.903 indicates that if X1, X2, and X3 are all equal to 0, the Y value remains at 1.903.
- Based on the participatory decision-making variable (X1), the regression test results show that variable X1 has a positive regression coefficient with a value of $b = 0.528$. This means that a 1-point increase in the value of variable X1 will also result in an increase in variable Y of 0.528.
- Based on the organizational support variable (X2), the regression test results show that variable X2 has a negative regression coefficient with a value of $b = -0.166$. This means that a 1-point increase in the value of variable X2 will also result in a decrease in variable Y of -0.166.
- d. Based on the work motivation variable (X3), the regression test results show that variable X3 has a positive regression coefficient with a value of $b = 0.280$. This means that a 1-point increase in the value of variable X3 will also result in an increase in variable Y of 0.280.

T Test

This study used SPSS Version 25 for simple regression analysis. The analysis employed a partial t-test. Based on the t-test results, the t-values were as follows: **Tabel 12 Hasil Uji T**

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,903	1,923		,990	,327

Pengambilan Keputusan Partisipatif	,528	,090	,740	5,868	,000
Dukungan Organisasi	-,166	,172	-,179	-,965	,339
Motivasi Kerja	,280	,124	,340	2,264	,028
a. Dependent Variable: Komitmen Afektif					

Source: Processed data, 2025

Based on the t-test results for the variables above, the following conclusions can be drawn:

- 1) The individual parameters for the Participatory Decision-Making variable obtained a calculated t value of $5.868 > t \text{ table } 1.674$, with a significance level of $0.000 < 0.05$. This means that H_0 is rejected and H_1 is accepted, thus Participatory Decision-Making has a partial effect on Affective Commitment.
- 2) The individual parameters for the Organizational Support variable obtained a calculated t value of $-0.965 < t \text{ table } 1.674$, with a significance level of $0.339 > 0.05$. This means that H_0 is accepted and H_2 is rejected, thus Organizational Support does not have a partial effect on Affective Commitment.
- 3) The individual parameters for the Work Motivation variable obtained a calculated t value of $2.264 > t \text{ table } 1.674$, with a significance level of $0.028 < 0.05$. This means that H_0 is rejected and H_3 is accepted, so that the Work Motivation variable has a partial effect on Affective Commitment.

D. CONCLUSION

Based on the research results, data processing, and analysis of the influence of participatory decision-making, organizational support, and work motivation on the affective commitment of employees at PT Sakajaja Makmur Abadi Madiun, the following conclusions can be drawn:

1. Participatory decision-making has a positive and significant effect on affective commitment
2. Organizational support does not have a significant effect on affective commitment.

3. Work motivation has a positive and significant effect on affective commitment.

E. SUGGESTIONS

Based on the research findings on the influence of participatory decision-making, organizational support, and work motivation on affective commitment, the following recommendations can be made:

- a. Companies are advised to increase employee involvement in the decision-making process and encourage work motivation through appreciation, career development, and a conducive work environment.
- b. Employees are encouraged to actively contribute to organizational activities and maintain work morale to strengthen emotional bonds with their workplace.
- c. Future researchers are advised to add other relevant variables and expand the research scope to obtain more comprehensive and comparable results across sectors.

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