

THE INFLUENCE OF PERCEIVED ORGANIZATIONAL SUPPORT, EMPLOYEE ENGAGEMENT, AND PROCEDURAL JUSTICE ON AFFECTIVE COMMITMENT

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Abstrak

Penelitian ini bertujuan untuk membuktikan pengaruh *Perceived organizational support (POS)*, *employee engagement*, *procedural justice* Terhadap *affective commitment* Pekerja Perempuan Pada Sektor Formal di Kota Madiun. Penelitian ini menggunakan pendekatan kuantitatif menggunakan purposive sampling. Sampel yang digunakan berjumlah 160 responden yang merupakan pekerja perempuan pada sektor formal di kota Madiun. Pengumpulan data menggunakan kuesioner dan analisis data dilakukan menggunakan SPSS. Hasil dalam penelitian ini adalah *perceived organizational support* berpengaruh positif dan signifikan terhadap *affective commitment*, *employee engagement* berpengaruh positif dan signifikan terhadap *affective commitment*, *procedural justice* berpengaruh positif signifikan terhadap *Affective Commitment*.

Kata Kunci: *POS, Employee Engagement, Procedural Justice, Affective Commitment*

Abstract

This study aims to examine the influence of Perceived Organizational Support (POS), Employee Engagement, and Procedural Justice on Affective Commitment among female workers in the formal sector in Madiun City. The research employed a quantitative approach with a purposive sampling technique. A total of 160 respondents, who were female employees in the formal sector of Madiun City, participated in this study. Data were collected through questionnaires and analyzed using SPSS. The results show that Perceived Organizational Support has a positive and significant effect on Affective Commitment, Employee Engagement has a positive and significant effect on Affective Commitment, and Procedural Justice also has a positive and significant effect on Affective Commitment.

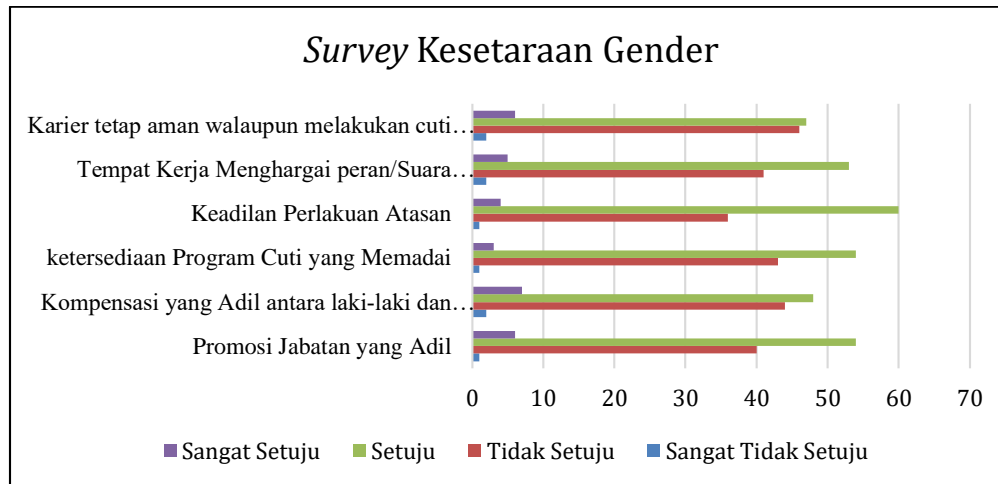
Keywords: *POS, Employee Engagement, Procedural Justice, Affective Commitment*

A. INTRODUCTION

Human resources (HR) are a vital asset for organizations in achieving their long-term goals. High-quality human resources contribute to organizational stability through skills, motivation, and commitment to work (Gutterman, 2023; Hamali, 2017). Organizational commitment, according to Meyer et al. (1993), consists of three dimensions, one of which is affective commitment, which reflects employees' emotional attachment to the organization. A high level of affective commitment can foster loyalty, involvement, and the willingness of employees to continue contributing to the organization (Nazir & Islam, 2017).

The employment phenomenon in Indonesia still shows disparities in the participation of male and female workers in the formal sector. The Annual Report of the National Commission on Violence Against Women (Komnas Perempuan, 2024) also highlights the high prevalence of workplace discrimination, ranging from lower wages, termination due to pregnancy, to sexual harassment. Such conditions have the potential to weaken affective commitment, particularly when women perceive a lack of organizational support, procedural justice, and opportunities for active involvement in their work.

A similar condition can also be observed in Madiun City. Data from the Central Bureau of Statistics (BPS) of Madiun City (2024) indicate that the Gender Inequality Index (GII) improved by 0.259 points; however, gender disparities in the labor market remain evident. The Female Labor Force Participation Rate (LFPR) increased from 58.56% in 2022 to 62.81% in 2024, yet it still lags behind that of males, which consistently remains above 75% (BPS Madiun City, 2024).



The field survey conducted by the researcher (2025) also revealed that most female workers in the formal sector still perceive inequality, particularly in terms of promotion opportunities, compensation, leave programs, and supervisory treatment. This phenomenon reflects weak perceived organizational support, low employee engagement, and suboptimal procedural justice, which ultimately may affect the affective commitment of female workers in Madiun City.

Previous studies have shown that perceived organizational support has a positive effect on affective commitment (Alshaabani et al., 2021; Luturlean et al., 2019), as does employee engagement (Jena et al., 2017; Schaufeli et al., 2006), and procedural justice (Subedi, 2024; Greenberg, 1987). However, other studies reported different results, indicating that perceived organizational support and procedural justice do not always have a significant impact on affective commitment (Pathardikar et al., 2023; Wong & Wong, 2017). This inconsistency highlights a research gap that requires further investigation, particularly in the context of female workers in the formal sector in Madiun City. Based on this phenomenon, this study aims to analyze the influence of perceived organizational support, employee engagement, and procedural justice on affective commitment of female workers in the formal sector in Madiun City.

THEORETICAL REVIEW

Affective Commitment

Affective commitment refers to a sense of belonging, attachment to the organization, and its relation to an individual's personal characteristics (Tjahjono et al., 2020). According to Usadolo et al. (2022), affective commitment is an individual's emotional attachment to the organization, which fosters greater loyalty and stronger involvement in organizational activities.

Perceived Organizational Support

According to Eisenberger et al. (1986), perceived organizational support refers to employees' beliefs regarding the extent to which the organization values their contributions and cares about their well-being. Similarly, perceived organizational support is also defined as employees' perception of how much the organization appreciates their contributions and shows concern for their welfare (Luturlean et al., 2019).

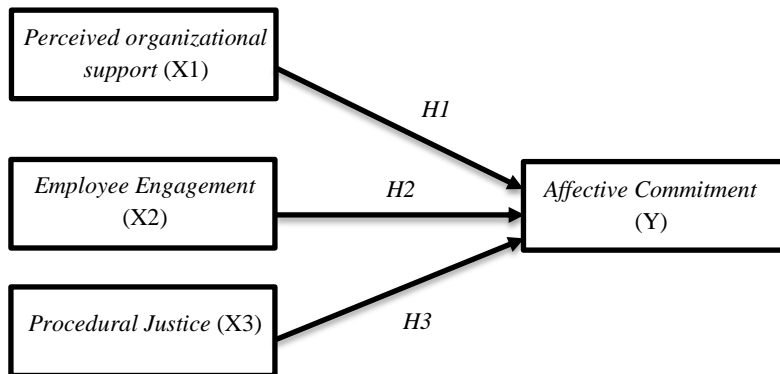
Employee Engagement

According to Schaufeli et al. (2006), employee engagement is defined as a positive mindset and perception of the work relationship, characterized by vigor, dedication, and absorption. The findings of Nadeem et al. (2019) suggest that employee engagement is understood as a positive mental and emotional state experienced by employees within the context of their work. Furthermore, Kustiawan et al. (2022) describe employee engagement as a total psychological, cognitive, and emotional attachment to one's job, as well as the acknowledgment of the values of both the work and the organization.

Procedural Justice

Leventhal (1980) stated that procedural justice refers to individuals' perceptions of fairness regarding the procedural components within a social system that govern the processes of resource allocation, rewards, or punishments. Similarly, Primawidi and Mangundjaya (2020) defined procedural justice as employees' perception of fairness in the decision-making processes within an organization. pengambilan keputusan di organisasi.

Conceptual Framework



Based on the conceptual framework above, the hypotheses of this study are formulated as follows:

- H1:** Perceived Organizational Support (POS) has a positive and significant effect on Affective Commitment.
- H2:** Employee Engagement (EE) has a positive and significant effect on Affective Commitment.
- H3:** Procedural Justice (PJ) has a positive and significant effect on Affective Commitment.

B. METHOD

This study employed a quantitative approach, which is intended to test and verify the influence of perceived organizational support, employee engagement, and procedural justice on affective commitment. The population of this research consisted of female workers in the formal sector in Madiun City. The sampling technique used was purposive sampling with the following criteria: (1) female workers employed in the formal sector, (2) residing in Madiun City, and (3) aged between 20 and 50 years. Based on these criteria, a total of 160 respondents were obtained as the research sample. Data were collected using a questionnaire distributed via Google Form, and the data analysis was carried out using SPSS version 31.

C. RESULTS AND DISCUSSIONS [Times New Roman 12, Bold]

Questionnaire Test

Validity Test

The questionnaire used in this study consisted of 7 items for the perceived organizational support variable, 8 items for employee engagement, 6 items for procedural justice, and 8 items for affective commitment. Based on the validity test conducted, it can be concluded that all questionnaire items for each variable were declared valid, as indicated by the calculated r-value being greater than the r-table value (0.154).

Reliability Test

Perceived Organizational Support (X1), Employee Engagement (X2), Procedural Justice (X3), and Affective Commitment (Y) all obtained Cronbach's Alpha values greater than 0.70. This result indicates that the research instrument meets the required reliability standard and demonstrates an adequate level of internal consistency.

Classical Assumption Test

Normality Test

The researcher employed the One-Sample Kolmogorov-Smirnov test, with the assumption that the data are considered normally distributed if the Asymp. Sig value is greater than 0.05. (Ghozali, 2018).

Table 1. Results of Normality Test

<i>One-sample Kolmogorov-Smirnov Test</i>		<i>Unstandardize d Residual</i>
N		160
<i>Normal Parameters^{a,b}</i>	<i>Mean</i>	.0000000
	<i>Std. Deviation</i>	.06304465
<i>Most Extreme Differences</i>	<i>Absolute</i>	.065
	<i>Positive</i>	.044
	<i>Negative</i>	-.065
<i>Test Statistic</i>		.065
<i>Asymp. Sig (2-tailed)^c</i>		.100
	<i>Sig.</i>	.103

<i>Monte Carlo Sig. (2-tailed)^d</i>	<i>99% Confidence Interval</i>	<i>Low Bound</i>	.095
		<i>Upper Bound</i>	.111

- a. *Test distribution is Normal*
 b. *Calculated from Correction*
 c. *Liliefors Significance Correction.*
 d. *Liliefors' method based on 10000 Carlo samples with starting seed 299883525*

Source: Processed Primary Data (2025)

Based on Table 1, the Asymp. Sig value obtained is $0.100 > 0.05$. This result indicates that the data are normally distributed.

Multicollinearity Test

Multicollinearity testing was conducted to determine whether there is a correlation among the independent variables in the regression model. An indication of multicollinearity can be assessed through the Tolerance Value (TV) > 0.10 and the Variance Inflation Factor (VIF) < 10 . (Ghozali, 2018).

Table 2. Results of Multicollinearity Test

<i>Model</i>	<i>Coefficients^a</i>		
		<i>Tolerance</i>	<i>VIF</i>
<i>1</i>	POS	.317	3.157
	EE	.444	2.254
	PJ	.514	1.947

a. *Dependent Variable: AC*

Source: Processed Primary Data (2025)

Based on Table 2, it can be identified that the Variance Inflation Factor (VIF) values of the three independent variables are less than 10, indicating that there is no multicollinearity among the variables.

Heteroscedasticity Test

Table 3. Results of Heteroscedasticity Test

model		Coefficients ^a				t	Sig.
		Unstand ardized B	Coefficien ts Error	Standard ized Coefficie nts Beta			
1	(constan t)	.355	.093		3.830	<.001	
	POS	-.003	.054	-.006	-.047	.963	
	EE	-.106	.036	-.338	-2.972	.063	
	PJ	.012	.034	.037	.348	.728	

a. Dependent Variable: ABS RES

Source: Processed Primary Data (2025)

Based on the results in Table 3, the significance values are greater than 0.05, indicating that the three independent variables do not exhibit heteroscedasticity.

Multiple Linear Regression Test

Table 4. Results of Multiple Linear Regression Test

model		Coefficients ^a			t	Sig.
		Unstand ardized B	Coefficients Std. Error	Standardi zed Coefficien ts Beta		
1	(constant)	.522	1.100		.474	.636
	POS	.258	.096	.193	2.700	.008
	EE	.621	.061	.624	10.208	<.001
	PJ	.180	.070	.139	2.555	.012

a. Dependent Variable: AC

Source: Processed Primary Data (2025)

Based on the results in Table 4, it can be concluded that all three independent variables in this study exhibit a positive relationship with the dependent variable.

Partial Test (t-test)

Table 5. Results of Partial Test (t-test)

model		Coefficients ^a			t	Sig.
		Unstandardized B	Coefficients Std. Error	Standardized Coefficients Beta		
1	(constant)	.522	1.100		.474	.636

POS	.258	.096	.193	2.700	.008
EE	.621	.061	.624	10.208	<.001
PJ	.180	.070	.139	2.555	.012

a. *Dependent Variable: AC*

Source: Processed Primary Data (2025)

Based on Table 5, it is found that perceived organizational support (X1) has a positive and significant effect on affective commitment (Y), employee engagement (X2) has a positive and significant effect on affective commitment (Y), and procedural justice (X3) also has a positive and significant effect on affective commitment (Y).

Coefficient of Determination Test (R²)

The coefficient of determination test is used to measure how well a regression model explains the variation in the dependent variable (Ghozali, 2018). Based on the test results, the R Square value was obtained at 0.768. This indicates that the independent variables, consisting of perceived organizational support (POS), employee engagement (EE), and procedural justice (PJ), are able to explain 76.8% of the variation in the dependent variable, affective commitment (AC), while the remaining 23.2% is influenced by other factors outside this research model. Thus, the regression model used has a very good ability to explain the dependent variable.

D. CONCLUSIONS

Based on the analysis and discussion, the conclusion of this study is that perceived organizational support, employee engagement, and procedural justice have a positive and significant effect on affective commitment among female workers in the formal sector in Madiun City.

E. SUGGESTIONS

Future research is recommended to expand the scope of the study area to obtain more generalizable results. In addition, the inclusion of other variables such as leadership, organizational culture, or work-life balance may also provide a more comprehensive understanding of the factors influencing affective commitment among female workers.

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