

## THE INFLUENCE OF PERCEIVED ORGANIZATIONAL SUPPORT AND TRUST IN THE LEADER ON AFFECTIVE COMMITMENT AMONG EMPLOYEES OF PT BPRS MAGETAN

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### *Abstract*

*Affective commitment holds significant importance for organizations, as it reflects the emotional attachment and sense of identification employees develop toward the company. This study aims to empirically explore how perceived organizational support and trust in leader influence the affective commitment of employees at PT BPRS Magetan. A quantitative design was applied in this research, with data obtained through questionnaire responses and subsequently processed using SPSS version 25. The findings reveal that both variables perceived organizational support and trust in leader make a positive and significant contribution to shaping employees' affective commitment. Based on these findings, PT BPRS Magetan is encouraged to strengthen its organizational support and cultivate employees' trust in their leaders. Subsequent research is recommended to include additional variables and broaden the scope of the study in order to yield more comprehensive findings.*

**Keywords:** *Perceived Organizational Support, Trust In Leader, Affective Commitment*

### A. INTRODUCTION

Human resources play a central role in organizations because they determine how effectively organizational goals are achieved (Sholekah, 2019). Within the broader scope of human resource management, the extent to which employees remain committed to their organization has emerged as a growing priority that companies must address. Affective commitment, in particular, reflects the emotional attachment employees develop toward their organization, which encourages them to remain as members and to identify themselves with the organization's goals and values (Wati, 2023). Gallup (2025), shows that global employee engagement in 2024 reached only 21%, while 62% of workers were classified as not emotionally engaged with their jobs. A similar trend

has been observed in Indonesia, where increasing workplace pressure and organizational change have contributed to a decline in employees' psychological attachment to their organizations (Alessandrina, 2023).

PT BPRS Magetan, a regionally owned Islamic financial institution, is not exempt from this issue. A preliminary survey indicated that some employees had not yet developed a strong emotional bond with the company, were not fully proud to be part of the organization, and were not entirely willing to exert extra effort for its progress. This condition was suspected to be influenced by two main factors, namely perceived organizational support and trust in leader, both of which were also found to be not yet optimally established as indicated by the results obtained from the preliminary survey.

Findings from earlier research on these relationships remain inconsistent. For instance, Solihin et al., (2025) reported a significant positive relationship between perceived organizational support and affective commitment, while (Alshaabani et al., 2021) found this effect to be insignificant when tested within a more complex mediation model. Likewise, Resa & Sandi (2026) found that trust in leader is positively correlated with organizational commitment, while Rai & Koodamara (2025) found no significant direct effect. These inconsistencies, combined with the limited number of studies conducted in the regional Islamic banking sector, motivated this study to empirically prompted the present study to empirically investigate how perceived organizational support and trust in leader shape affective commitment among PT BPRS Magetan employees. From a theoretical standpoint, the study aims to contribute to human resource management literature, especially in identifying the factors that precede affective commitment within the Islamic banking sector, the findings may offer useful input for PT BPRS Magetan management as it works to reinforce organizational support and trust in leader order to build stronger employee commitment.

## **Teoritical Review**

### ***Affective Commitment***

Affective commitment describes the emotional bond that develops between employees and the organization in which they work (Faitaahumi, 2023). When employees possess a strong sense of affective commitment, they generally exhibit deep emotional ties to their organization and choose to remain as members out of genuine willingness rather than a sense of obligation (Husna & Wahyuningsih, 2025). According to Safitri & Zona (2022), this variable is measured through three indicators, namely emotional attachment, identification, and participation.

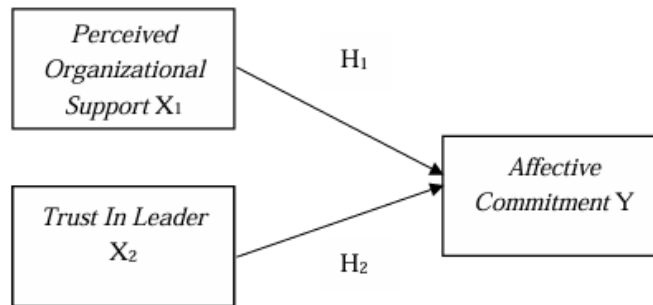
### ***Perceived Organizational Support***

The concept of perceived organizational support describes employees' belief that their organization genuinely appreciates what they contribute and is concerned with their overall welfare (Aldabbas et al., 2025). Eisenberger et al., (2020), in their explanation of organizational support theory, contend that employees who perceive substantial support from their organization tend to feel compelled to reciprocate through favorable work attitudes and greater loyalty in line with the reciprocity norm underlying social exchange theory. According to Putri (2023), this variable is measured through eight indicators, namely appreciation of contribution, appreciation of extra effort, attention to complaints, concern for well-being, performance feedback, concern for job satisfaction, attention to employees, and recognition of achievement.

### ***Trust in Leader***

Trust in leader is defined as the confidence employees place in their leader's good intentions, integrity, consistency, and competence in leading the organization Jun et al., (2024). Mayer et al., (1995), conceptualize trust in a leader as resting on three core dimensions ability, benevolence, and integrity. As employees come to view their leader as capable, sincerely caring, and consistent in behavior, this favorable impression can gradually evolve into a stronger emotional bond with the organization. According to Safitri & Zona (2022), this variable is measured through four indicators, namely benevolence, integrity, predictability, and competence.

## Conceptual Framework



**Picture 1.1 Conceptual Framework**

Source: Aldabbas et al., (2025), Safitri & Zona, (2022)

Presented below are the hypotheses derived from the background and theoretical discussion above, which are proposed for testing in this study:

**H<sub>1</sub>:** Perceived organizational support is presumed to have an effect on affective commitment among the employees of PT BPRS Magetan.

**H<sub>2</sub>:** Trust in leader is presumed to have an effect on affective commitment among the employees of PT BPRS Magetan.

## B. METHOD

This study targets all employees of PT BPRS Magetan who work at the head office and its cash offices in Magetan Regency. Because the exact population size is known, the researcher used a saturated sampling technique (*sensus*) to select the sample, considering that the entire population consisted of only 81 employees. In line with this approach, all 81 employees were included as respondents, a number deemed adequate to represent the population and support the generalizability of the study's findings. The type of research used was quantitative, with a survey approach to systematically collect primary data. Data was collected through digital questionnaires using platforms such as Google Forms, which facilitated the distribution, completion, and processing of respondents' answers. A modified four-point Likert scale was used in the

questionnaire to capture respondents' attitudes and perceptions toward the three variables under study perceived organizational support, trust in leader, and affective commitment. Applying this scale enabled the research to generate quantitative data that is structured, consistent, and suitable for statistical analysis. This technique is considered appropriate because it allows researchers to obtain relevant, uniform, and quantitatively analyzable data, while minimizing bias in data interpretation.

## **C. RESULTS AND DISCUSSIONS**

### **Data Instrument**

#### **Validity Test**

This study used 30 questionnaire items divided into three variables: 16 items for the perceived organizational support variable, 8 items for the trust in leader variable, and 6 items for the affective commitment variable. Every item's calculated  $r$  value exceeded the table  $r$  value of 0,2185, indicating that the validity test results confirmed all items to be valid.

#### **Reliability Test**

The reliability test yielded Cronbach's Alpha values of 0,901 for Perceived Organizational Support (X1), 0,853 for Trust in Leader (X2), and 0,673 for Affective Commitment (Y). Since all three values exceed the 0,60 threshold, each variable can be regarded as reliable.

### **Classical Assumption**

#### **Test Normality Test**

Ghozali (2018), states that residual data can be regarded as normally distributed when the Kolmogorov-Smirnov test yields a significance value above 0,05. In this study, the Asymp. Sig. (2-tailed) value obtained was 0,200, which exceeds the 0,05 threshold, confirming that the residuals follow a normal distribution.

**Table 1.1 Normality Test Results**

| <i>One-Sample Kolmogorov-Smirnov Test</i>                 |                       |                                |
|-----------------------------------------------------------|-----------------------|--------------------------------|
|                                                           |                       | <i>Unstandardized Residual</i> |
| N                                                         |                       | 81                             |
| <i>Normal Parameters<sup>a,b</sup></i>                    | <i>Mean</i>           | ,000000                        |
|                                                           | <i>Std. Deviation</i> | 1,16222007                     |
| <i>Most Extreme Differences</i>                           | <i>Absolute</i>       | ,070                           |
|                                                           | <i>Positive</i>       | ,070                           |
|                                                           | <i>Negative</i>       | -,057                          |
| <i>Test Statistic</i>                                     |                       | ,070                           |
| <i>Asymp. Sig. (2-tailed)</i>                             |                       | ,200 <sup>d</sup>              |
| <i>a. Test distribution is Normal.</i>                    |                       |                                |
| <i>b. Calculated from data.</i>                           |                       |                                |
| <i>c. Lilliefors Significance Correction.</i>             |                       |                                |
| <i>d. This is a lower bound of the true significance.</i> |                       |                                |

Source: Personal Data Processing (2026)

As shown in Table 1.1, the resulting Asymp. Sig. (2-tailed) value of 0,200 surpasses the 0,05 cutoff, confirming the normal distribution of the data.

### Multicollinearity Test

The purpose of the multicollinearity test is to assess whether the independent variables within the regression model are correlated with one another. Ghozali (2018) notes that multicollinearity is absent when the Tolerance Value exceeds 0,10 and the Variance Inflation Factor (VIF) remains below 10,00.

**Table 1.2 Table of Multicollinearity Test Results**

| <i>Coefficients<sup>a</sup></i> |                                |     |
|---------------------------------|--------------------------------|-----|
| Model                           | <i>Collinearity Statistics</i> |     |
|                                 | <i>Tolerance</i>               | VIF |

|    |                                                         |      |       |
|----|---------------------------------------------------------|------|-------|
| 1  | (Constant)                                              |      |       |
|    | <i>Perceived Organizational Support (X<sub>1</sub>)</i> | ,492 | 2,033 |
|    | <i>Trust In Leader (X<sub>2</sub>)</i>                  | ,492 | 2,033 |
| a. | <i>Dependen Variable : Affective Commitment (Y)</i>     |      |       |

Source: Personal Data Processing (2026)

Referring to Table 1.2, both the perceived organizational support and trust in leader variables recorded a VIF of 2,033 (below 10) and a Tolerance value of 0,492 (above 0,10), demonstrating that multicollinearity is not present in the model.

### Heteroscedasticity Test

Ghozali (2018), explains that the heteroscedasticity test serves to detect whether residual variance differs unevenly across observations within the regression model.

**Table 1.3 Table of Heteroscedasticity Test Results**

|       |                                                        | <i>Coefficients<sup>a</sup></i> |                     |       |       |      |
|-------|--------------------------------------------------------|---------------------------------|---------------------|-------|-------|------|
| Model |                                                        | <i>Unstandardized</i>           | <i>Standardized</i> |       |       |      |
|       |                                                        | <i>Coefficients</i>             | <i>Coefficients</i> |       |       |      |
|       |                                                        | B                               | Std. Error          | Beta  | t     | Sig. |
| 1     | (Constant)                                             | 1,643                           | ,733                |       | 2,240 | ,028 |
|       | <i>Peceived Organizational Support (X<sub>1</sub>)</i> | ,001                            | ,019                | ,009  | ,054  | ,957 |
|       | <i>Trust In Leader (X<sub>2</sub>)</i>                 | -,030                           | ,035                | -,135 | -,845 | ,401 |
| a.    | <i>Dependent Variable: Abs_Res</i>                     |                                 |                     |       |       |      |

Source: Personal Data Processing (2026)

The Glejser test presented in Table 1.3 produced significance values of 0,957 for perceived organizational support and 0,401 for trust in leader both above the 0,05 threshold which indicates the absence of heteroscedasticity within the regression model.

### Multiple Linear Regression Test

Multiple linear regression, as described by Ghazali (2018), is a technique used to estimate how the dependent variable (Y) changes in response to two or more predictor variables (X). Beyond prediction, this analysis also reveals the direction positive or negative of the relationship among the variables examined, as well as how each independent variable contributes individually to the dependent variable.

**Table 1.4 Multiple Linear Regression Test Results Table**

| <i>Coefficients<sup>a</sup></i>                        |                                                        |                       |            |                     |       |        |
|--------------------------------------------------------|--------------------------------------------------------|-----------------------|------------|---------------------|-------|--------|
| Model                                                  |                                                        | <i>Unstandardized</i> |            | <i>Standardized</i> |       |        |
|                                                        |                                                        | <i>Coefficients</i>   |            | <i>Coefficients</i> |       |        |
|                                                        |                                                        | B                     | Std. Error | Beta                | t     | Sig.   |
| 1                                                      | (Constant)                                             | 6,334                 | 1,208      |                     | 5,242 | <, 001 |
|                                                        | <i>Peceived Organizational Support (X<sub>1</sub>)</i> | ,182                  | ,032       | ,566                | 5,676 | <, 001 |
|                                                        | <i>Trust In Leader (X<sub>2</sub>)</i>                 | ,160                  | ,058       | ,275                | 2,751 | ,007   |
| a. <i>Dependent Variable: Affective Commitment (Y)</i> |                                                        |                       |            |                     |       |        |

Source: Personal Data Processing (2026)

The regression equation shows a constant value of 6,334, representing Y when both X1 and X2 equal zero. The coefficient for X1 (0,182) indicates that each one-point rise in perceived organizational support corresponds to a 0,182-point increase in affective commitment, while the

coefficient for X2 (0,160) shows that each one-point rise in trust in leader corresponds to a 0,160 point increase in affective commitment

### Hypothesis Testing

#### t-test

Ghozali (2018) describes the partial test (t-test) as a statistical procedure applied to examine the individual influence of each regression coefficient on the dependent variable (Y).

**Table 1.5 Table of t Test Results**

| <i>Coefficients<sup>a</sup></i> |                                                     |                       |             |                     |       |        |
|---------------------------------|-----------------------------------------------------|-----------------------|-------------|---------------------|-------|--------|
| Model                           |                                                     | <i>Unstandardize</i>  |             | <i>Standardized</i> |       |        |
|                                 |                                                     | <i>d Coefficients</i> |             | <i>Coefficients</i> |       |        |
|                                 |                                                     | B                     | <i>Std.</i> | <i>Beta</i>         | t     | Sig.   |
|                                 |                                                     | <i>Error</i>          |             |                     |       |        |
| 1                               | (Constant)                                          | 6,334                 | 1,208       |                     | 5,242 | <, 001 |
|                                 | <i>Peceived</i>                                     | ,182                  | ,032        | ,566                | 5,676 | <, 001 |
|                                 | <i>Organizationala</i>                              |                       |             |                     |       |        |
|                                 | <i>l Support (X<sub>1</sub>)</i>                    |                       |             |                     |       |        |
|                                 | <i>Trust In</i>                                     | ,160                  | ,058        | ,275                | 2,751 | ,007   |
|                                 | <i>Leader (X<sub>2</sub>)</i>                       |                       |             |                     |       |        |
| a.                              | <i>Dependent Variable: Affective Commitment (Y)</i> |                       |             |                     |       |        |

Source: Personal Data Processing (2026)

The t-test results in Table 1.5 reveal that Perceived Organizational Support (X1), with t = 5,676 and sig. < 0,001, along with Trust in Leader (X2), with t = 2,751 and sig. 0,007, both exert a significant positive influence on Affective Commitment (Y)

**Coefficient of Determination ( $R^2$ )**

According to (Ghozali, 2018), the coefficient of determination ( $R^2$ ) measures the extent to which independent variables account for variation in the dependent variable values range from zero to one, with values closer to one reflecting stronger explanatory power of the model.

**Table 1.6 Table of Coefficient of Determination Results ( $R^2$ )**

| <i>Model Summary<sup>b</sup></i>                                                                                    |                   |               |                          |                                   |
|---------------------------------------------------------------------------------------------------------------------|-------------------|---------------|--------------------------|-----------------------------------|
| Model                                                                                                               | R                 | <i>Square</i> | <i>Adjusted R Square</i> | <i>Std. Error of the Estimate</i> |
| 1                                                                                                                   | ,786 <sup>a</sup> | ,618          | ,608                     | 1,17703                           |
| a. <i>Predictors: (Constant), Trust In Leader (X<sub>2</sub>), Perceived Organizational Support (X<sub>1</sub>)</i> |                   |               |                          |                                   |
| b. <i>Dependent Variable: Affective Commitment (Y)</i>                                                              |                   |               |                          |                                   |

Source: Personal Data Processing (2026)

As indicated in Table 1,6, an R Square value of 0.618 means that Perceived Organizational Support (X<sub>1</sub>) and Trust in Leader (X<sub>2</sub>) together account for 61,8% of the variation observed in Affective Commitment (Y), leaving the remaining 38,2% attributable to factors not included in this model.

**D. CONCLUSIONS**

The data analysis and discussion presented above, which examined how perceived organizational support and trust in leader affect the affective commitment of PT BPRS Magetan employees, lead to the following conclusions. First, perceived organizational support exerts a positive and significant influence on affective commitment as employees perceive greater support from their organization, their emotional attachment to the company correspondingly strengthens. Second, trust in leader similarly demonstrates a positive and significant effect on affective commitment; the greater the trust employees place in their leader, the more firmly their affective commitment to the company is established.

### E. SUGGESTIONS

Based on the study's conclusions, it is recommended that PT BPRS Magetan continue to enhance organizational support by appreciating contributions, attending to employee welfare, and recognizing extra effort, while leadership maintains a fair, open, and consistent approach to foster employee trust and affective commitment. Employees are also encouraged to actively engage in two-way communication with leadership and optimize their work contributions in reciprocity for management's support. It is suggested that future studies explore other variables with potential influence on affective commitment, as well as extend the research scope to enable more comprehensive comparisons across findings.

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