



The Effect of Perceived Organizational Support and Organizational Embaddenedness on Affective Commitment with Employee Engagement as Intervening Variable: Social Exchange Theory Perspective

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Abstract

The purpose of this study is to analyze the effect of Organizational Embaddenedness on Employee Engagement, Perceived Organizational Support on Employee Engagement, and Employee Engagement on Affective Commitment. Type of research is Explanatory Research. Data collection using a questionnaire. The sampling technique used purposive sampling. The number of samples was 98 employees of PT. Marinal Indo Prima, and data analysis used the Structural Equation Model (SEM) with AMOS software. The results of this study indicate that Perceived Organizational Support have a positive and significant effect on Employee Engagement, Organizational Embaddenedness have a positive and significant effect on Employee Engagement, and Employee Engagement have a positive and significant effect on Affective Commitment.

Keywords: *Perceived Organizational Support; Organizational Embaddenedness; Employee Engagement; Affective Commitment*

Introduction

The term interaction was first introduced in the late 1990s, and created considerable popularity in the business press (Nazir and Islam, 2017). Engagement as a research topic is of great interest to interdisciplinary scholars where in different terms customer engagement (Islam and Rahman, 2016), civil engagement (Mondak et al., 2010), social engagement (Huo et al., 2010), as well as employee involvement (Karatepe and Demir, 2014) have been used to express it. In organizational attitudes, most research on employee engagement has become the work of consultants and survey houses, mostly focusing on measures such as sales growth (Gallup, 2007), fewer quality errors (Gallup, 2004) and financial performance (Towers, 2003).

Work engagement is a self-motivated attitude that devotes service to work (Karatepe et al., 2013). Rayton and Yalabik (2014) have stated that employee engagement is a condition of enthusiasm and full involvement in their work. Grobelna, (2019) said that work engagement is positively related to work performance and extra-role customer service for employees. Job involvement has 3 measures (strength, dedication, and absorption) related to "the condition of urgency to satisfy, affective, motivation of work-

related well-being". Job engagement is defined as the strength of employees' satisfaction with their work and the associated concentration condition which is considered as employee dedication (Asghar et al., 2020). Devotion is about being a product, passionate, and deeply involved in their work.

Perceived Organizational Support has come from Eisenberger et al., (1997). This increases the level of total confidence in the organization (Hur et al., 2013), donations, career support, and their well-being. Cheng et al., (2013) have shown interesting knowledge that increasing Perceived Organizational Support (in the sense of responsibility) increases employee satisfaction levels and reduces their turnover (Asghar et al., 2018). employees have been defined as an instrument for selecting the required skills from multitasking, task assignment, and other work-related attitudes in the hotel business (Cheng & Yi 2018). Several studies have found that knowing supervisors experienced by employees and co-workers improves performance when tackling multiple tasks in a given time (Koo et al., 2020). There are solid facts linking Perceived Organizational Support to positive outcomes from a SET perspective. Available Perceived Organizational Support positively influences work engagement (Saks, 2006), well-being (Parzefall and Salin, 2010), and affective commitment (Kurtessis et al., 2017). Available Perceived Organizational Support negatively affects employee leave intentions (Cho et al., 2009) by predicting employees' affective commitment (Sharma and Dhar, 2016). There is a direct positive relationship between work interaction and affective commitment (Hakanen et al., 2006) and mediating work engagement (Karatepe et al., 2018).

Past research has linked organizational engagement, which represents the network of aspects of work that keep employees in their jobs, with mostly non-turnover outcomes (Lee et al., 2004). One of these outcomes is affective commitment. So far, in fact, there are only two studies that have studied the relationship between measures of organizational engagement and affective commitment. Ferreira and Coetzee (2013) found that organizational fit increased the affective commitment of indigenous South Africans, while Robinson, Kralj, Solnet, Goh, and Callan (2013) found that organizational sacrifice increased the affective commitment of frontline hotel employees in Australia. All research on the impact of measures of organizational fit, linkage and sacrifice on affective commitment, without the concept of organizational attachment as a predictor of affective commitment. Also, two previous studies were conducted in countries other than Ghana, which held back the generalizability of the findings. Moreover, the mediating impact on the relationship between organizational engagement and affective commitment, and measures of organizational attachment and affective commitment have been neglected in the literature (Emmanuel, 2020).

Based on Social Exchange Theory, this research attempts to examine how Perceived Organizational Support and Organizational Embaddenedness increase Affective Commitment and Employee Engagement. The results will provide guidance for managers to manage the Perceived Organizational Support and Organizational Embaddenedness in relation on Affective Commitment and Employee Engagement.

Theoretical Review And Hypotheses

Perceived Organizational Support and Employee Engagement

Employees are a significant source of competitive advantage because customer perceptions of business entities grow through interactions with employees (Husin et al., 2012). Employee engagement, therefore, is again in hot pursuit in the current literature (Lee and Ok, 2016). Various terms have been used to express employee engagement, such as "personnel engagement" (Kahn, 1990)," employee engagement" (Macey and Schneider, 2008) and "job engagement" (Baker and Demerouti, 2008). Many definitions have been given for employee engagement. Most of these definitions think of employee engagement as the emotional and intellectual engagement of employees for their organization (Richman, 2006). Kahn (1990) has defined individual engagement as "the self-utilization of organizational members for their job positions; in engagement, people engage and express themselves physically, cognitively, and

emotionally during performance of position” (Kahn, 1990). Schaufeli et al., (2002)) has defined engagement" as a positive, satisfying, work-related state of mind characterized by enthusiasm, dedication, and absorption." In addition, engagement was further broken down as "a more persistent and absorbing affective-cognitive state that is not focused." on certain objects, events, people, or attitudes" (Schaufeli et al., 2002). Employee involvement can be understood by mastering the source. Job-demand and energy sources or the JD-R model (Baker and Demerouti, 2008) work in line with this perspective. The model shows that "employment energy sources" and "social support" m play a significant role in engaging employees. This is because sources of job energy and social support increase intrinsic and extrinsic motivation among employees which, in turn, creates more engaged employees. In this context, experienced organizational support is advocated as a meaningful “employment energy source” (Eisenberger et al., 2001). Eisenberger et al. (1986) defined experienced organizational support as the extent to which an employer is concerned about the welfare of its employees and appreciates their donations. Experienced organizational support increases employee productivity by encouraging evaluative feedback and creates more engaged employees (Eisenberger et al., 2001). However, the research studied the link between experienced organizational support and very infrequent employee engagement. Employees with experienced low organizational support are more skeptical. In contrast, when the organizational support experienced is large, employees make their work area more acceptable and display more involvement to work (Kurtessis et al., 2015).Based on this explanation, the first hypothesis is:

H1: Perceived organizational support have significant effect on Employee engagement

Organizational Embaddenedness and Employee Engagement

Job involvement represents "a positive, satisfying, work-related state of mind characterized by enthusiasm, dedication, and absorption" (Schaufeli et al., 2002). Karatepe, (2013), reflects a large level of energy and a relentless effort towards work goals, especially when there are difficulties; devotion displays pride, enthusiasm, interest, and inspiration in the workplace, and absorption represents the full attention of the mind at work, which creates detachment from hard work from time to time. Work engagement has been found to be positively associated with significant work outcomes, including job satisfaction, extra-level performance, organizational commitment, lower desire to leave and be late, and lower absenteeism (Karatepe et al., 2020). Thus, individual work and energy sources have been identified as aspects that increase employee job involvement (Baker & Demerouti, 2008). In line with previous research (Zhang et al., 2019), this research comments that organizational engagement consists of abundant sources of work energy that can increase employee work engagement. According to Social Exchange Theory (Blau, 1964), when employees feel that the organization has provided them with a source of energy to increase their level of engagement in the organization, they tend to reciprocate by displaying positive behavioral outcomes, such as job satisfaction and job engagement. Given the number of sources of labor that still have to be paid (Zhang et al., 2019), highly engaged employees are unlikely to display negative behaviors such as job disengagement and job dissatisfaction, because they may think the behavior is morally wrong after a job is done. incentives offered by the organization. Thus, with increasing engagement, the moral obligation of employees to compensate the organization with positive behavioral outcomes increases. Hotel employee organizational engagement has been found to be significantly related to work involvement (Karatepe& Ngeche, 2012), and job satisfaction (Ferreira et al., 2017). In turn, when employees become satisfied with the energy resources they receive from the organization, they feel obliged to reciprocate with positive behavior towards the organization by displaying greater affective commitment (Weng et al., 2010). Employees who enjoy the generosity and care of the organization may feel morally obligated to repay by embodying behaviors and attitudes that benefit the organization, including affective commitment (Kim et al., 2013). In their research on hotel employees in Turkey, Ozturk et al.,(2014) found that job satisfaction has a positive effect on affective commitment. In their research on hotel employees, Lee and Ok (2016) created a significant and positive association between job satisfaction and organizational commitment. Not only that, when employees engage in their work,

they tend to develop greater emotional attachment to the organization when they realize that the organization is helping them to find accumulated sources of work energy (Ibrahim et al., 2019). In contrast, non-participating employees may feel emotionally detached from the organization, as they may feel that the organization has refused to offer them resources. Lee and Ok (2016), found that hotel employees' work engagement was significantly and positively related to their organizational commitment.. Based on this explanation, the second hypothesis is:

H2: Organizational Embaddenedness have significant effect on Employee engagement

Employee Engagement and Affective Commitment

Scholars from different theoretical perspectives have been interested in frequently pursuing organizational commitment (Macedo et al., 2016). Organizational commitment is considered a significant organizational issue experienced by managers (Reade and Lee, 2012). Organizational commitment is the extent to which an employee is willing to exert energy and feel proud of the organization (Mowday et al., 1979). In other words, identification of people (Mowday et al., 1979) and rewards (Powell and Meyer, 2004) for the organization constitute organizational commitment. 3 forms of organizational commitment are described in the literature: affective commitment, normative commitment and calculative commitment (Thomsen et al., 2016). Exploring the conceptualization of Mowday et al., (1979), organizational commitment in this research is taken as affective commitment consisting of individual employee engagement, involvement, and identification with the organization where he works. Affective commitment finds less attention in the context of learning compared to other research fields (Chan et al., 2008). Affective commitment has been associated with favorable employee attitudes, such as less likely to quit their jobs and put extra effort into their work (Powell and Meyer, 2004). Social exchange theory suggests that when two parties fulfill the terms of an exchange, social bonds formed on mutual trust and commitment will be formed (Cropanzano and Mitchell, 2005). Employees who are very familiar with their organization perform their job duties better than those who only work because of contractual obligations (Malhotra et al., 2013). Committed people excel on parameters such as customer satisfaction and long-term engagement (Angle and Perry, 1981). When employees participate, they tend to commit (Schaufeli and Bakker, 2004). There is a dearth of academic literature regarding organizational support ties to employee engagement in the context of service learning. However, learning institutions are more dependent on the commitment and involvement of their academic staff than other organizations (Rowley, 1996). Not only that, in the context of other services such as nursing (Cho et al., 2006) and dentistry (Hakanen et al., 2008), affective commitment has been found as a positive outcome of employee engagement. Based on this explanation, the third hypothesis is:

H3: Employee engagement have significant effect on affective commitment

Research Methods

Research Framework

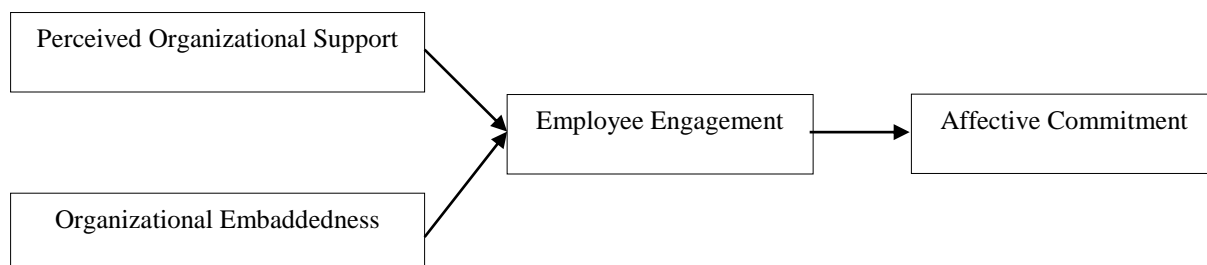


Fig. 1 Research framework

Measures

The variables in this study were measured by a Likert scale with a range from 1 to 5 where 1 was equal to "Strongly Disagree" and 5 equal to "Strongly Agree". The variables studied consisted of exogenous variables and endogenous variables. The exogenous variables include Perceived Organizational Support was measured with 8 items from Eisenberger et al., (1986), and Organisational embeddedness was measured with 9 items from Holtom et al., (2006), while the endogenous variables are Employee engagement was measured with 9 items from Schaufeli and Bakker, (2003), and Affective commitment was measured with 5 items from Meyer and Allen (1991). This study uses SEM for variables between linear relationships between variables, hypothesis testing and causal relationships using AMOS software.

Result

Data analysis used AMOS software with the Structural Equation Model (SEM) method. There are two stages in the Structural Equation Model (SEM). The first stage is the Measurement Model and the second stage is the Structural Model (Kaplan, 2020).

Measurement Model Goodness Fit Indices

Based on Table 1, the following results are obtained, namely χ^2 / df -ratio is 2.70, which is at interval 2-3, which means that the model has met the criteria so that the model can be accepted. As for the assessment of GFI, NFI, NNFI, and CFI, namely the value obtained is greater than or close to 0.9, this means that the calculations related to GFI, NFI, NNFI, and CFI have met the model requirement criteria so that it can be concluded that the model is acceptable. Anything regarding the calculation of RMSEA obtained a value of 0.03, so it can be concluded that this value is still acceptable. So, the overall measurement has met the standardization of the assessment on the measurement model fit indices.

Tabel 1 The Measurement Model Fit Result

Index	Result
Chi-square (χ^2)	446,823
Chi-square DF	165
Chi-square (χ^2/df)	2.70
Goodness of Fit (GFI)	0.91
Adjusted Goodness of Fit (AGFI)	0.92
Root Mean Square Error of Approximation (RMSEA)	0.03
Root Mean Square of Residual (RMR)	0.02
Normed fit index (NFI)	0.94
Non-normed Fit Index (NNFI)	0.95
Comparative fit index (CFI)	0.93

Source: Research Data (Processed, 2022)

Validity and Reliability Test on the Measurement Model

Reliability testing in this study has met the criteria for standardization requirements related to variable testing. The variables in this study were tested using Standardized Loading and Composite Reliability. The calculation of Composite Reliability is shown in Table 2 where a value between 0.8 and 0.9 is obtained. (Fornell and Larcker, 1981) the value of Composite Reliability is acceptable if it is greater

than 0.60.

Validity testing in this study uses Confirmatory Factor Analysis in order to measure the value of Convergent Validity. Table 2 presents the following information, the first is the t-value, the second is related to the Standardized Loading value, and based on the calculations in Table 2, it can be concluded that for all variables in this study are significant, namely a value greater than 1.96 is obtained. This proves that the path coefficient in this study is significant, so it can be concluded that all the indicators in this study have met the standardized requirements for calculating Convergent Validity (Anderson & Gerbing, 1988).

Table 2 Scale Composite Reliability and Convergent Validity Analysis

Construct (F) and Indicators (V)	Standardized Loading	t value	Indicator Reliability	Composite Reliability
<i>Perceived Organizational Support (F1)</i>				
V1 The organisation values my contribution to its well-being	0,65	16,89	0,23	0.93
V2 The organisation fails to appreciate any extra effort from me	0,73	17,23	0,40	
V3 The organisation would ignore any complaint from me	0,74	17,96	0,57	
V4 The organisation really cares about my well-being	0,71	16,99	0,26	
V5 Even if I did the best job possible, the organisation would fail to notice	0,99	27,18	0,99	
V6 The organisation cares about my general satisfaction at work	0,93	24,61	0,85	
V7 The organisation shows very little concern for me	0,83	23,73	0,76	
V8 The organisation takes pride in my accomplishments at work	0,81	23,12	0,68	
<i>Organisational embeddedness (F2)</i>				
V9 My job utilises my skills and talents well	0,78	18,84	0,62	0.82
V10 I feel like I am a good match for my organisation	0,95	26,47	0,94	
V11 If I stay with my organisation, I will be able to achieve most of my goals	0,97	26,49	0,96	
V12 I am a member of an effective work group	0,77	18,13	0,48	
V13 I work closely with my co-workers	0,79	19,12	0,59	
V14 On the job, I interact frequently with my work group members	0,82	24,23	0,79	
V15 I have a lot of freedom on this job to pursue my goals	0,87	24,88	0,91	
V16 I would sacrifice a lot if I left this job	0,91	25,98	0,92	

V17	The prospects for continuing employment with this organisation are excellent	0,94	26,13	0,94	
Work engagement (F3)					
V18	At my work, I feel bursting with energy	0.83	27.35	0.71	
V19	I find the work that I do full of meaning and purpose	0.84	17.14	0.46	
V20	Time flies when I'm working	0,79	19,12	0,59	
V21	When I get up in the morning, I feel like going to work	0,81	23,12	0,68	
V22	I am enthusiastic about my job	0.97	26,49	0.96	0,92
V23	I am immersed in my work	0,87	24,88	0,91	
V24	I persevere, even when things do not go well	0,77	18,13	0,48	
V25	I am proud of the work that I do	0,83	23,73	0,76	
V26	I feel happy when I am working intensely	0,93	24,61	0,85	
Affective commitment (F4)					
V27	I would be very happy to spend the rest of my career with my employer	0.82	19,24	0.66	
V28	My employer has a great deal of personal meaning for me	0.89	22,25	0.72	
V29	I enjoy discussing my employer with my friends	0.91	22,79	0.91	0.84
V30	I feel a strong sense of belonging to my employer	0,79	19,12	0,59	
V31	I feel strong ties with my employer	0,77	18,13	0,48	

Source: Research Data (Processed, 2022)

Discriminant Validity

Table 3 Discriminant Validity Analysis

	Correlation Coefficient		Unidimensional Measurement Model	Measurement Model	The difference	P value
<i>Perceived Organizational Support</i> ↔ <i>Employee Engagement</i>	0.90***	Chi-square	934,84	399,56	535,28	< 0.001
		DF	149	148	1	
<i>Perceived Organizational Support</i> ↔ <i>Affective Commitment</i>	0.84***	Chi-square	613,43	418,87	194,56	< 0.001
		DF	149	148	1	

Source: Research Data (Processed, 2022) ***p<0.001.

The higher the correlation coefficient between the 2 variables, it is possible that there is an indication that discriminant validity cannot be fulfilled. Therefore, in this study selected " Perceived Organizational Support " and " Employee Engagement ", " Perceived Organizational Support " and " Affective Commitment ", with correlation coefficients of 0.90 and 0.84, with a p-value <0.001 to prove that the two pairs of variables have discriminant validity. The test results in Table 3 show that the different chi-square values between tests and the unidimensional measurement model for 1 pair are significant. It can be concluded that these variables are different. Broadly speaking, all measures have shown that discriminant validity has been met because the largest correlations between variables differ significantly.

Structural Model

In order to test the Research Hypothesis, this study uses Structural Equation Model (SEM) analysis. Overall, the test results for the goodness fit of structural model can be seen in Table 4. The Chi-square (χ^2) / df-ratio value is 2.68 according to (Schumacker & Lomax, 2004). Normally the accepted ring values for chi-square are 1 to 3. GFI and NNFI are still accepted because they are greater than 0.8 and close to 0.9. RMSEA is still accepted because its value is equal to or less than 0.1. Overall the requirements for the goodness fit indices of structural model in the structural model have been accepted. RNFI structural model must be greater than 0.9, close to 1 is better. RPR is to detect structural models to parsimony degree. Ring values ranging from 0.0 to 1.0, the greater the better the goodness of fit. RRFI is very useful for selecting a model that simultaneously maximizes fit and parsimony in the structural portion of the model. With a higher RRFI value, it is more necessary. This can be seen in Table 4 RNFI = 0.96, of RPR = 0.47, and RRFI = 0.42, this structural model shows the goodness of fit and parsimony.

Table 4 Structural Model Goodness Fit Indices

Combined Model						Structural Model						
Chi- square	DF	χ^2/df	GFI	AGFI	CFI	NFI	NNFI	RMR	RMSEA	RNFI	RPR	RFI
437,45	163	2,68	0.86	0.91	0.92	0.91	0.88	0.02	0.03	0.96	0.47	0.42

Source: Research Data (Processed, 2020)

Hypothesis Testing

Table 5 Structural Model Path Coefficient

Dependent Variable	Independent Variable	Standardized path coefficient	t value	Square Multiple Correlation (r ²)
Employee Engagement	Perceived Organizational Support	0,54	15,28*	0,86
	Organizational Embaddenedness	0,46	13,65*	
Affective Commitment	Employee Engagement	0,97	23,27*	0,95

Source: Research Data (Processed, 2022) *p<0.001.

Table 5 presents information related to the results of hypothesis testing, the results of the path coefficient related to the influence of Perceived Organizational Support → Employee Engagement are 0.54; Organizational Embaddenedness → Employee Engagement is 0.46; Employee Engagement → Affective Commitment is 0.97. Furthermore, " Employee Engagement " as the dependent variable, the

value of r^2 is 0.86; and " Affective Commitment " with the value of r^2 , namely 0.95. According to (Kline, 2016) the category of influence size r^2 is small 0.02, medium 0.13, large 0.26. So it can be concluded that Employee Engagement and Affective Commitment have a very high level of contribution. The results of the path analysis can be seen in Table 5.

Perceived Organizational Support Has Positive Influence on Employee Engagement (H1 Accepted).

Based On Table 5 The Finding Analysis Namely Perceived Organizational Support Have Positive Influence On Employee Engagement (With The Coefficient = 0.54, $T = 15,28$, $P < 0.001$). It's Consistent With The Results Of The Study (Nazir And Islam, 2017), That Perceived Organizational Support Has Significant Influence And Positive Towards Employee Engagement. It Indicates That Perceived Organizational Support Is Very Important To Create Employee Engagement. Manager Can Improve Employee Engagement By Increasing The Following 8 Alternatives: 1) The Manager Tries To Make Employees Feel That The Organization Values Their Contribution To Their Well-Being. The Organization Failed To Appreciate The Extra Effort From Me. 2) The Manager Tries To Make Employees Feel That The Organization Appreciates The Extra Effort From Them. 3) The Manager Tries To Make Employees Feel That The Organization Has No Complaints From Them. 4) The Manager Tries To Make Employees Feel That The Organization Really Cares About Their Well-Being. 5) The Manager Tries To Make Employees Feel That The Organization Is Aware Of The Work That Has Been Done Well By The Employee. 6) The Manager Tries To Make Employees Feel That The Organization Cares About The General Satisfaction Of Employees In The Workplace. 7) The Manager Tries To Make Employees Feel That The Organization Shows A Lot Of Attention To Employees. 8) The Manager Tries To Make Employees Feel That The Organization Is Proud Of The Employees At Work.

Organizational Embaddenedness Has a Positive Influence on Employee Engagement (H2 Accepted).

Based On Table 5, The Data Analysis Show That Organizational Embaddenedness Has Positive Influence On Employee Engagement (With The Coefficient = 0,46, $T = 13,65$, $P < 0.001$). These Results Are Consistent With Previous Empirical Research By Emmanuel, (2020). Conclude That Organizational Embaddenedness Has Positive Influence On Employee Engagement. It Shows That Organizational Embaddenedness Is Very Important To Create Employee Engagement. Manager Can Enhance Employee Engagement By Increasing The Following 9 Alternatives: 1) Managers Try To Make Employees In Carrying Out Their Work Feel That Their Work Requires Good Skills And Talents. 2) Managers Try To Make Employees In Carrying Out Their Work Feel That They Are Suitable For The Company They Work For. 3) Managers Try To Make Employees In Carrying Out Their Work Feel That They Can Achieve Their Goals By Working In The Company. 4) Managers Try To Make Employees In Carrying Out Their Work Feel That They Are Members Of An Effective Work Group. 5) Managers Try To Make Employees In Carrying Out Their Work Feel That They Can Work Well With Their Colleagues. 6) Managers Try To Make Employees In Carrying Out Their Work Feel That They Can Interact With Members Of Their Work Groups Well. 7) Managers Try To Make Employees In Carrying Out Their Work Feel That They Have A Lot Of Freedom In Their Work To Pursue Their Goals. 8) Managers Try To Make Employees In Carrying Out Their Work Feel That They Have Sacrificed A Lot If They Leave This Job. 9) Managers Try To Make Employees In Carrying Out Their Work Feel That The Prospects For Continuing Work With The Organization Are Very Good.

Employee Engagement Has a Positive Effect on Affective Commitment (H3 accepted).

The results of the data analysis show that Employee Engagement has positive influence on Affective Commitment (coefficient = 0,97, $t = 23.27$, $p < 0.001$). The findings are consistent with the results of research by Nazir and Islam, (2017), this study supports that Employee Engagement has positive influence on Affective Commitment. It shows that Employee Engagement is very important to create Affective Commitment. Manager can increase Affective Commitment by increasing the 9

alternatives as follows: 1) Managers try to make employees feel high energy at work. 2) Managers try to make employees feel that work is full of meaning and purpose. 3) Managers try to make employees feel that time just passes without any pressure at work. 4) Managers try to get employees excited to go to work in the morning. 5) Managers try to make employees feel enthusiastic about work. 6) Managers try to make employees feel immersed in their work. 7) Managers try to get employees to stick around when things are not going well. 8) Managers try to make employees feel proud of their work. 9) Managers try to make employees feel happy when they work intensely.

Conclusion

The results show a strong causal relationship between Organizational Embaddenedness, Perceived Organizational Support, Employee Engagement and Affective Commitment. In short, Organizational Embaddenedness and Perceived Organizational Support was found to be a predictor of Employee Engagement, and Employee Engagement has a Positive impact on Affective Commitment. Furthermore, Employee Engagement is proven to be a mediator between Organizational Embaddenedness, Perceived Organizational Support and Affective Commitment.

Suggestions

This study only focuses on the perception the employee of PT. Marinal Indo Prima in Sumenep Regency East Java Indonesia, so the results of this study cannot be generalized to other companies. Future research can expand the results by analyzing other cities and including large companies. The purpose of this research is to dig deeper into the role of Organizational Embaddenedness and Perceived Organizational Support in a certain period of time and its effects on Employee Engagement and Affective Commitment. However, the effects of some variables may change over time, causing the results to change too. Therefore, this study suggests that further research can develop a research model in order to obtain more comprehensive results / information.

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