UDC 331

THE EFFECT OF PERCEIVED ORGANIZATIONAL SUPPORT AND ORGANIZATIONAL CULTURE ON EMPLOYEE ORGANIZATIONAL COMMITMENTS AT THE SOUTH-EAST SULAWSI PROVINCE'S MARITIME AND FISHERIES SERVICE

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ABSTRACT
Human resource management is the process of acquiring, training, assessing and compensating employees that commonly is used to manage work, health, and safety of employees as well as those related to justice. Perceived Organizational Support (POS) reflects what extent an organization is considered as helping its employees when viewed from the employee side. Perceptions of organizational support focus on the approach that benefits employees and employee involvement in organizations and its culture. Besides employee commitment to the organization are the most extensively studied concept in management research. The descriptive explanatory research with survey methods was employed, this study aimed to find causal relationships between variables through testing hypotheses. Perceived Organizational Support (POS) and Organizational Culture simultaneously have a positive and significant effect on Employee Organizational Commitments at the Southeast Sulawesi Province's Maritime and Fisheries Service. Perceived Organizational Support (POS) partially has a positive and significant effect on Organizational Commitment. Organizational culture partially has a positive and significant effect on Employee Organizational Commitments at the Southeast Sulawesi Provincial Marine and Fisheries Service.

KEY WORDS
Perceived organizational support, organizational culture, organizational commitment.

Organizational commitment is a more concrete form of loyalty that can be observed from the extent to which employees devote attention, ideas, and responsibilities in order to achieve organizational goals. Furthermore, according to Cohen (2003), there are three reasons why an employee should have an organizational commitment. First, commitment to the organization not only has the potential to make employees more productive, but also the insights gained from the results of implementing commitments in the workplace will have an impact on other things in life such as how to grow or manage commitments in family, religion, and nation. Second, the quality of the attachment of individuals to their organizations also affects the community. Third, identification of employees with their organizations can form a great power that can drive company performance, employee welfare and the resilience of both companies and workers in a crisis. Variables that have a vital role in increasing employee commitment to the organization are Perceived Organizational Support (POS). Rhoades and Eisenberger (2002) also showed that POS has a strong and positive relationship to affective commitment. In simple terms Perceived Organizational Support (POS) presents to what extent organizations are considered to help their employees. According to Darmawan (2013: 146) argued that perceptions of organizational support focus on the approach that benefits employees and employee involvement in reciprocal relationships with organizations. Organizations need to respect and appreciate the work contributions that employees provide. In addition, organizations also need to pay attention to employee welfare so that these employees will feel valued. Organizational culture is also

important in achieving commitment. According to Sathe (Tika and Pabundu, 2006), a strong organizational culture is an ideal organizational culture where cultural strength influences the intensity of the perpetrator. Strength of culture shows an agreement among members about things that must be maintained by the organization. The Maritime and Fisheries Office of Southeast Sulawesi Province is one of the government agencies that has experienced organizational commitment problems. The results of the observations that have been made have been found to be a problem, the presence of several employees of the Department of Marine and Fisheries who moved agencies was due to their feeling uncomfortable in the organization. So it can be concluded that the Department of Maritime Affairs and Fisheries employees have a low commitment to their organizations, it is suspected because they have not optimally implemented perceived organizational support (POS) and organizational culture. Based on the description of the background above, the researchers interested in examining about the "Effects of Perceived Organizational Support (POS) and Organizational Culture on Employee Organizational Commitments in the Fisheries and Maritime Services of Southeast Sulawesi Province".

The objectives of this study were to assess and explain about: (1) the simultaneous effect of Perceived Organizational Support (POS) and Organizational Culture on the organizational commitment of employees at the Southeast Sulawesi Provincial Office of Marine and Fisheries. (2) Effect of Perceived Organizational Support (POS) on the organizational commitment of employees at the Maritime and Fisheries Service of Southeast Sulawesi Province. (3). Effect of Organizational Culture on employee organizational commitment at the Southeast Sulawesi Provincial Office of Marine and Fisheries.

LITERATURE REVIEW

Robbins (2001) stated that organizational commitment illustrates how far an employee takes sides with a particular organization and its objectives and intends to maintain membership in that organization. Organizational commitment is built on the basis of employee trust in organizational values, the willingness of workers to help achieve organizational goals and loyalty to remain a member of the organization.
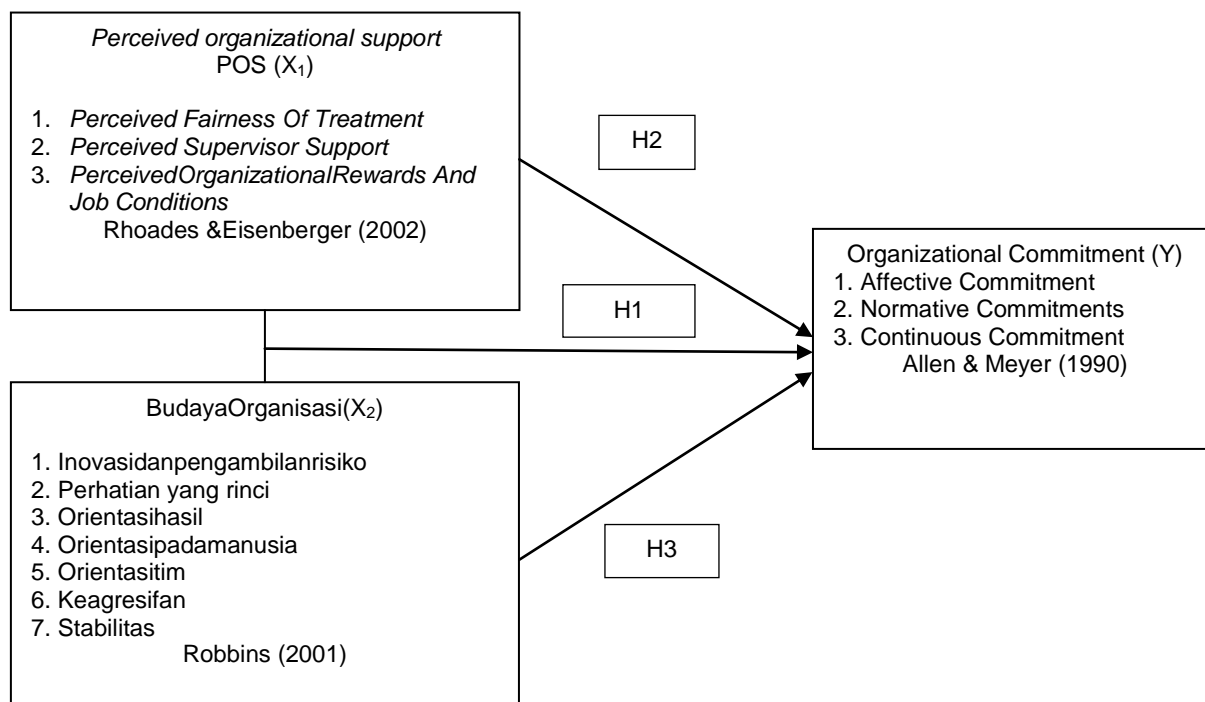

Figure 1 – Conceptual Framework

Eisenberger, et al (1986) also stated that POS is assumed as a global trust that shapes employees' beliefs regarding their assessment of the organization. Based on employee personal experience, organizational policies and procedures, acceptance of resources and interaction with organizational agents, an employee will filter his orientation in general towards the organization.

According to Siagian (2002), organizational culture refers to a system of shared meaning adopted by members that distinguish the company from other companies. On the other hand, organizational culture is also often interpreted as a basic philosophy that provides direction for employees. Organizational culture can influence someone in forming a person's personality and achieving goals, responsibilities and potential resources possessed.

This research begins with theoretical studies, which examine relevant theories regarding perceived organizational support (POS) and organizational culture and organizational commitment. Organizational commitment is an attitude and behaviour that encourage each other. Employees who commit to the organization will show positive attitudes and behaviors towards their institutions, employees will keen defending their organizations, trying to improve their achievements, and confidence to help achieve organizational goals. The conceptual framework in this research is an intense study of perceived organizational support (POS) and organizational culture as shown in figure 1.

Based on the research framework, the research hypothesis can be described as follows:

H1: Perceived Organizational Support (POS) and Organizational Culture simultaneously have a positive and significant effect on Organizational Commitment;

H2: Perceived Organizational Support (POS) has a positive and significant effect on Organizational Commitment;

H3: Organizational Culture has a positive and significant effect on Organizational Commitment.

METHODS OF RESEARCH

This study was explanatory research with survey methods that aimed to find causal relationships between variables through testing hypotheses by examining the effect of perceived organizational support (POS) and organizational culture on employee organizational commitment at the Sulawesi Province Marine and Fisheries Service. The sample is partially or representative of the population of 185 respondents studied (Arikunto, 2006). According to Bungin (2010) to determine the number of samples can use the Slovin formula. From the above calculations, the sample size was obtained by 65 respondents.

RESULTS OF STUDY

The results of multiple linear regression analysis that examines the variables Perceived Organizational Support (POS) (X1) and Organizational Culture (X2) on Employee Organizational Commitment variables (Y) at the Southeast Sulawesi Province's Maritime and Fisheries Service, can be seen in the table below:

Table 1 – Multiple Linear Regression

Inter-Variable Influence	Standardized Coefficient (Beta)	t. hit	Sig. t
Perceived Organizational Support >>> Organizational commitment	0,362	2,651	0,010
Organizational Culture >>> Organizational commitment	0,313	2,287	0,026
R = 0,620 R² = 0,384	F. hit = 19,336 Sig. F = 0,000		

Source: processed primer data, 2019.

Based on the regression results shown in above, hypothesis testing can be explained as follows:

H1.   Perceived Organizational Support (POS) and Organizational Culture simultaneously have a positive and significant effect on Employee Organizational Commitments at the Southeast Sulawesi Province Marine and Fisheries Service can be accepted/proven. The test results prove Fcount > Ftable (19,336 > 3,14) with a significant value F (F sig) = 0,000 which means that it is smaller than α = 0,05 (0,000 5 0,05), then the regression model can be used to predict Organizational Commitment Employees taking into account the independent variables Perceived Organizational Support (POS) (X1) and Organizational Culture (X2) simultaneously or jointly have a positive and significant effect on Employee Organizational Commitments at the Southeast Sulawesi Provincial Office of Marine and Fisheries (Y).

H2.   Perceived Organizational Support (POS) has a positive and significant effect on Employee Organizational Commitments at the Southeast Sulawesi Provincial Marine and Fisheries Service can be accepted. The test results prove that the Perceived Organizational Support (POS) (X1) variable has t count of tables (2,651> 1, 99897) with a value of t (t sig) 0,010 which means it is smaller than α = 0, 05 (0,010 < 0, 05), then the hypothesis is accepted, meaning that Perceived Organizational Support (POS) partially has a positive and significant effect on Employee Organizational Commitments at the Southeast Sulawesi Provincial Office of Marine and Fisheries (Y).

H3.   Organizational culture has a positive and significant effect on Employee Organizational Commitments at the Southeast Sulawesi Province's Maritime and Fisheries Service can be accepted. The test results prove that the Organizational Culture variable (X2) has t count of tables (2,287> 1, 99897) with a value of t (t sig) 0,026 which means it is smaller than α = 0, 05 (0,026 < 0, 05), then the hypothesis accepted, meaning that the Organizational Culture partially has a positive and significant effect on Employee Organizational Commitments at the Southeast Sulawesi Provincial Marine and Fisheries Service (Y).

DISCUSSION OF RESULTS

Effects of Perceived Organizational Support (POS) and Organizational Culture on Employee Organizational Commitments at the Southeast Sulawesi Province's Maritime and Fisheries Service. Based on the results of the simultaneous significance test (F test) showed that simultaneously Perceived Organizational Support (POS) and organizational culture have a positive and significant effect on the organizational commitment of employees at the Southeast Sulawesi Maritime and Fisheries Service. The results of the study indicate that together the well-applied Perceived Organizational Support (POS) is then supported by good organizational culture, it will improve and increase employee organizational commitment. The results of this study supported by the statement of Eisenberger et al. (1999) that employees who get support from their organizations, tend not to look for other jobs or will not accept accepting job offers in other companies. This means that perceived organizational support (POS) has a strong influence on organizational commitment. The results of this study also strengthen the opinion of Manetje and Martins (2009) which states that employees who work in a strong culture will feel more committed to the company or place of work. This means that organizational culture has a strong influence on organizational commitment. The results of this study also reinforce the opinions expressed by Sandra, G., Alfian, A., & N, Z (2019), the results of the study indicate that organizational culture and perceptions of support organization have a significant effect on employee commitment to the organization.

Effects of Perceived Organizational Support (POS) on Employee Organizational Commitments at the Southeast Sulawesi Province's Maritime and Fisheries Service. Based on the results of the partial test (t-test) as stated earlier, it was found that perceived organizational support (POS) had a positive and significant effect on the organizational commitment of employees at the Southeast Sulawesi Provincial Office of Marine and Fisheries. It means that the change influence perceived good organizational support (POS) includes the perceived fairness of treatment, Perceived supervisor support, Perceived organizational rewards and job conditions, can significantly increase employee organizational

commitment. The results of this study reinforce empirical research conducted by Wahab, M. E et al (2009), AbdullahiFarhat et al (2013), AW Thiranagama and NPGSI Naotunna (2015), Malik, S. Z et al (2016), but there are differences or the contradiction of Nurhayati's research results, AE (2017) and Asrunputri, AP, &Yacob, S. (2019) found that perceived organizational support (POS) had a negative and insignificant influence on employee organizational commitment

Effect of Organizational Culture on Employee Organizational Commitments at the Southeast Sulawesi Province's Maritime and Fisheries Service. Based on the results of the partial test (t-test) as stated earlier, it was found that the organizational culture had a positive and significant effect on the organizational commitment of employees in the Southeast Sulawesi Province's Maritime and Fisheries Service. This means that the influence of changes in organizational culture towards the good includes innovation and risk-taking, detailed attention, results orientation, human orientation, team orientation, aggressiveness, and stability can significantly increase employee organizational commitment. The results of this study reinforce the opinions expressed by Griffin (2004: 162) that organizational culture is a series of values, beliefs, behaviors, habits, and attitudes that help a member in understanding the principles adopted by the organization, how the organization does everything and what he considers important. The results of this study in line empirical research conducted by MasoudGhorbanhosseini (2013), Soryani et al (2018), which proves that organizational culture has a positive and significant influence on employee organizational commitment. However, there are differences or contradictions in the results ofSugiarto, I (2013) research. Jerry MarcellinusLogahan and SherleyMarchelineAesaria (2014) found that organizational culture has a negative and insignificant influence on employee organizational commitment.

CONCLUSION

Perceived Organizational Support (POS) and Organizational Culture simultaneously have a positive and significant effect on Employee Organizational Commitments at the Southeast Sulawesi Province's Maritime and Fisheries Service.

Perceived Organizational Support (POS) partially has a positive and significant effect on Employee Organizational Commitments at the Southeast Sulawesi Province's Maritime and Fisheries Service.

Organizational culture partially has a positive and significant effect on Employee Organizational Commitments at the Southeast Sulawesi Province's Maritime and Fisheries Service.

SUGGESTIONS

The Head of the Southeast Sulawesi Province's Office of Maritime Affairs and Fisheries is expected to continue to maintain cultural values that can motivate employees by always providing employee support in work, valuing each employee's work, giving employees the opportunity to apply ideal ways of performing work and improve existing facilities, or even occasionally provide employee bonuses so that employees can increase their commitment to the organization.

For further researchers, it is expected to be able to utilize and develop the results of this study by using different variables, indicators and increasing the number of samples and expanding the scope of research

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