

# 5. Turnitin The Effect of Social Support on Person-Environment Fit and Employees' Affective Commitment

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# The Effect of Social Support on Person-Environment Fit and Employees' Affective Commitment

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## ABSTRACT

This study aims to determine the effect of social support on person-environment fit and employee affective commitment. The population of this research is ASN employees who are registered in the government service of Indragiri Hilir Regency. Sampling used in this study is PLS Structural Equation Modeling (SEM) which is operated through the SmartPLS program. The results showed that social support had a positive and significant effect on Person-environment fit through the mediation of Affective Commitment. This shows that Affective Commitment mediates social support for Person-environment fit on the object of research.

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## KEYWORDS

Social Support, Person-environment fit, and Affective Commitment.

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## Introduction

The issue of social support in the organizational field is still the focus of attention of academics in the career development literature (Berntson, Näswall, & Sverke, 2008; Forstenlechner, et al, 2014). Previous research has shown that most individuals at some level have a natural tendency to blend in with their environment or context of affiliation (Jiang & Jiang, 2015). Their interaction with the environment helps integrate and utilize social support in the mental development process. This interaction involves one's self-evaluation and environmental reflection simultaneously, which forms the basis of the perception of Person-environment fit (Jiang & Jiang, 2015). Following this reasoning, this study argues that social support has an effect on Person-environment fit and effective commitment in career exploration and decision-making processes. Thus, research that tries to explain effective social support that can encourage productive behavior and prevent counter productive behavior is urgently needed in the field of management and organization.

## Theoretical support

### *Job-Demand Resource Theory*

Radwan and Alfthan (2018) suggest that without reducing the concept of basic needs, the minimum needs of an individual or household are: food, clothing, housing, health, education, water and sanitation, transportation and participation. It is different with The Kian Wie

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(2013), suggesting basic needs as a package of goods and services that society considers necessary to be available to everyone.

### **Social Support**

According to Quick and Quick (2014), social support can be sourced from social networks owned by individuals, namely from the work environment (supervisors, coworkers, and subordinates), the family environment (spouse, children, siblings). In the work environment, to be able to improve and optimize the work of employees, leaders must be able to establish good relationships and communication with their employees. Establishing a relationship is not just being diligent in communicating with employees. However, it also provides social support to employees.

### **Person-environment Fit (P-E Fit)**

According to Nuryati (2009) Person-environment fit or often referred to as P-E Fit is the relationship between individuals (attitudes, behavior and others) with the environment, both of which cannot be separated. In particular, P-E Fit discusses the relationship between reality and expectations. Where if there is a gap between reality and individual attitudes, it will cause dissatisfaction, tension and unwanted results in the work environment.

### **Affective Commitment**

"Organizational commitment is defined as the relative strength of the individual in identifying his involvement in the organization, which is characterized by acceptance of organizational values and goals, willingness to work for the organization and desire to maintain membership in the organization" (Robbins and Judges, 2015).

### **Research Framework**

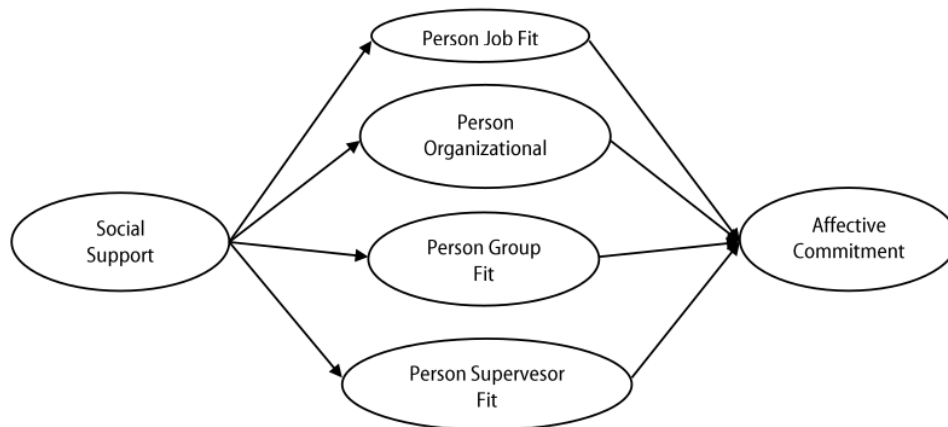


Figure 1. Research Framework

## Research method

### *Quantitative Method*

The type of research used in this research is explanatory research. According to Sugiyono (2017), explanatory research is a research method that intends to explain the position of the variables studied and the influence between one variable and another. The main reason this researcher uses the explanatory research method is to test the proposed hypothesis, it is hoped that this research can explain the relationship and influence between the independent and dependent variables in the hypothesis. In this study, the researcher used a quantitative assessment method. According to Sugiyono (2017), quantitative methods can be interpreted as research methods based on the philosophy of positivism, used to examine certain populations or samples. The data collection uses research instruments, as well as quantitative data analysis with the aim of testing the established hypotheses. This study uses a quantitative assessment method because where the data relating to the problem under study are obtained from the field. This study aims to determine the effect of social support on Person-environment fit and effective commitment of employees.

## Results

### *SEM-PLS Analysis*

Data analysis in this study tested the influence of several independent variables on the dependent variable and the moderating variable. Hypothesis testing was carried out using the Partial Least Square (PLS) method, with the following analytical steps:

### *Model Fit and Quality Indicators*

Data management in this study uses Partial Least Square (PLS) where the dependent variable is Person-environment fit (Y), while the independent variable is social support (X) and the mediating variable is affective commitment (Z). model fit is used with the aim of testing the level of suitability of the overall research model. The test of the significance of the independent variable on the dependent variable of the test can be declared significant by fulfilling the P. value < 0.05.

**Table 1.** Outer Model Fit Analysis

Model	Fit Indices	P.Values
APC	0.493	P<0,001
ARS	0,782	P<0,001
AVIF	1.040	Good if < 5

Notes. Data Primer (*Analisis Outer Model Fit*), processed (2021)

Based on table 1, it shows that the value of the model fit indicator with APC is 0.493, ARS is 0.782 and p.values < 0.001, is declared significant because it meets a significant value of 0.05. While the AVIF of 1,040 meets the requirements of less than 5, the research data is tested with a fit model and the research data is declared fit so that the research data does not occur multicollinearity.

### **Discriminant Validity Test**

The variable with a low loading value indicates that the indicator does not have a good effect on the reflective indicator > 0.7, while the formative variable of each variable gives the largest contribution to the construct. At 5% alpha and t statistic > 1.96. Cross loading is another measure of discriminant variables.

**Table 2.** Fornell-Larcker Criterion Test Results

	SUPPORT	PJFS	POFS	PGFS	PSFS	KOMIT
SUPPORT	0.967	-	-	-	-	-
PJFS	0.871	0.951	-	-	-	-
POFS	0.773	0.871	0.931	-	-	-
PGFS	0.880	0.855	0.847	0.942	-	-
PSFS	0.870	0.889	0.866	0.856	0.935	-
KOMIT	0.819	0.889	0.833	0.872	0.886	0.959

Source: Primary Data, processed (2021)

In the next test, namely the discriminant validity test, the question items in a measurement scale are said to be discriminantly valid if the variable measurement items have a strong correlation to the variable being measured and have a weak correlation or even tend not to have a significant correlation with other variables (Neuman , 2014). In table 4.13 it can be seen that all measurement items of research variables have a higher correlation than other variables. In addition, discriminant validity testing can be done with the Fornell-Larcker Criterion (Fornell-Larcker Criterion, 1981). The measurement scale is said to be discriminantly valid if the square root value of AVE is higher than the correlation between variables. Table 2 shows that the value of the square root of AVE on the social support variable (0.967) is higher than the correlation between the variables person job fit (0.951), person organization fit (0.931), person group fit (0.942), person supervisor fit (0.935). and affective commitment (0.959). These results (Loading and cross loading, Fornell-Larcker Criterion show that the variable measurement scale in this study is discriminantly valid.

### **Convergent Validity Test**

**Table 3.** Average Variance External

SUPPORT	PJFS	POFS	PGFS	PSFS	KOMIT
0.935	0.904	0.866	0.887	0.873	0.919

Source: Primary Data, processed (2021)

Based on the table above, it shows that AVE can be used to measure the amount of variance in the construct compared to the variance generated in the measurement. The results of the AVE test in this study on social support variables were 0.935, person job fit (0.904), person organization fit (0.866), person group fit (0.887), person supervisor fit (0.873) and affective commitment (0.919). The AVE value for all variables has exceeded 0.05. So it can be said that it has met the standard AVE value.

**Hypothesis Testing**

**Table 4.** Combined Loading and Cross Loading (Path Coefficients)

Connection	Coefficient	SE	P.value
DS → Komit	0.851	0.069	<0,001

Notes. Data Primer, diolah (2021)

Hasil pengujian *Combined Loading And Cross Loading* adalah indicator refektif dan formatif pada penelitian ini memiliki nilai SE  $\geq$  dari 0.7 dan p.value < 0,001. Namun pada variabel komitmen afektif signifikan karena nilai p.value < 0,05. Sedangkan variabel lainnya dinyatakan signifikan karena nilai P.value < 0,05.

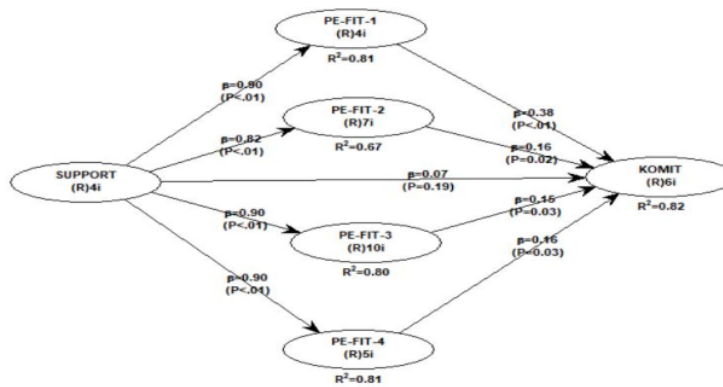
**Model Without Mediation (Path Coefficients)**

**Table 5.** Full Model

Hubungan	Koefisien	SE	P.value
DS → PJFS	0.898	0.069	<0,001
DS → POFS	0.818	0.070	<0,001
DS → PGFS	0.897	0.068	<0,001
DS → PSFS	0.901	0.068	<0,001
DS → Komit	0.017	0.083	<0,194
PJFS → Komit	0.384	0.077	<0,001
POFS → Komit	0.161	0.081	<0,05
PGFS → Komit	0.150	0.081	<0,05
PSFS → Komit	0.157	0.081	<0,05
DS → FEF → Komit	0.735	0.071	<0,001

Notes. Data Primer, diolah (2021)

The results of the Full Model test in this study have an SE value of 0.7 and p. value < 0.001 on the research variable and are declared significant because < 0.05. Hypothesis testing was carried out according to the research framework carried out to analyze and test directly and indirectly between exogenous and endogenous variables with a moderation model. The significance level of testing this hypothesis is done by looking at the value of p.value.



**Figure 2.** Result of Direct Effect Analysis



## Discussions

Based on the results of statistical data analysis, it proves that social support has a positive and significant effect on Person-environment fit as indicated by the standardized coefficients beta. This means that the higher the employee's social support, the higher the Person-environment fit. On the other hand, the lower the social support, the lower the Person-environment fit of the employee. The results of this study found that there was a suitability of individual values with the organization that affected the Person-environment fit owned by employees at the Indragiri Hilir Regency Government Service. This research is also in line with Zhou Jiang's (2016) research. The WenjieFang (2018) which states that social support has an important role in improving employee Person-environment fit.

Based on the results of statistical analysis of the data proves that social support has an effect and is significant on affective commitment. This is supported by research by Kerrie G. Wilkins-Yel (2018). Kerrie G. Wilkins-Yel (2018) Allen, N. J., & Meyer, J. P. (1990). From the results of this study, it shows that the suitability between personal and work environment owned by local government employees at the Indragiri Hilir Regency Government Service will affect Effective work commitment. The results of the study found that affective commitment affects social support. The results of this study support the research conducted by Farzaneh et al. (2014). This shows that the commitment felt by the respondent will affect the resulting social support, in this case the respondent tends to help others.

Social support has a positive and significant effect on Person-environment fit through the mediation of Affective Commitment. This shows that Affective Commitment mediates social support for Person-environment fit on the object of research. The results of this study support the research conducted by Farzaneh et al. (2014), Fortune et al. (2013), Khaola and Sebotsa (2015) and Ahmad and Dastgeer (2014) which state that social support has a positive and significant effect in increasing Person-environment fit to social support through affective commitment is greater than the effect of person-job fit through social support. This shows that the compatibility of values that are owned by individuals with the organization has a greater influence on the affective commitment of employees than the influence of individual conformity to work and the organization. In this study, the indirect effect of Person-environment fit on social support through affective commitment has a greater value than the direct effect. This means that if the behavior of Person-environment fit is low, the company management must pay attention to the Affective commitment of its employees because there is a possibility that Affective Commitment is able to influence the individual value of employees so that they have better Person-environment fit behavior to create commitment.

## Conclusion

From the results that have been described previously, it can be concluded that social support has a positive and significant effect on Person-environment fit. This shows the suitability between the personal and the work environment owned by employees at the Indragiri Hilir

Regency Government Service will affect a good Person-environment fit. Social support has a positive and significant effect on affective commitment. This shows that the suitability between personal and work environment owned by the employees of the Indragiri Hilir Regency Government Service will affect Effective work commitment. Affective Commitment has a positive and significant effect on social support. This shows that the commitment felt by the respondents will affect the resulting social support. Respondents tend to help others. Social support has a positive and significant effect on Person-environment fit through the mediation of Affective Commitment. This shows that Affective Commitment mediates social support for Person-environment fit on the object of research.

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### **Disclosure statement**

No potential conflict of interest was reported by the authors.

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