

Research Article

The Mediating Role of Job Satisfaction in The Effect of Perceived Organizational Support on Employee Organizational Commitment at The Trans Resort Bali

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Abstract: One of the key factors in a company's success is its human resources, particularly employees who are committed to fulfilling their responsibilities within the organization. This study aims to analyze the mediating role of job satisfaction in the effect of perceived organizational support on the organizational commitment of employees at The Trans Resort Bali. The study involved a sample of 59 employees. The sampling method used was proportional stratified random sampling. Data were collected through the distribution of questionnaires. The analysis technique employed in this study was Structural Equation Modeling (SEM) using the Partial Least Squares (PLS) approach. The results indicate that perceived organizational support has a positive and significant effect on organizational commitment. Perceived organizational support also has a positive and significant effect on job satisfaction. Furthermore, job satisfaction positively and significantly affects organizational commitment. Job satisfaction is proven to positively mediate the effect of perceived organizational support on organizational commitment.

Keywords: Job Satisfaction, Organizational Commitment, Perceived Organizational Support

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1. INTRODUCTION

Human resources play a vital role in a company, as success in achieving organizational goals largely depends on the potential possessed by its employees (Cahyani et al., 2021). As the most crucial function within the organizational structure, human resources indicate that the human element is essential in carrying out activities aimed at achieving organizational or corporate goals (Wati & Wardianto, 2022). An organization will succeed not only when employees are willing to perform their main duties but also when they engage in additional efforts such as displaying pleasant behavior, providing assistance, offering guidance, and actively participating (Harumi & Riana, 2019).

Organizational commitment is highly important for a company since one of the key benefits of employee commitment is that it helps the organization in achieving various goals (Nurfayani & Wibawa, 2022). Organizational commitment is a critical component, as it can predict employee attachment to the company, which in turn may determine whether they stay and contribute to its development (Cheliasih & Riana, 2024). A high level of employee commitment is the most essential factor in an organization's advancement (Vigazi & Rino, 2023). The success or failure of an organization in achieving its objectives is determined by the extent of its employees' organizational commitment (Artini & Mujiati, 2022). Commitment is not only about loyalty but also involves the degree of employee engagement and determination to contribute to the company (Suadnyani & Netra, 2018). According to

Nosratabadi et al. (2015), organizational commitment is characterized by employees' loyalty due to their agreement with the organization's values and goals, which leads them to carry out their duties sincerely and voluntarily in support of organizational objectives.

Organizational commitment is a state in which an employee identifies with a specific organization and intends to maintain membership within it (Robbins et al., 2017). Committed employees are less likely to leave the organization because they possess a sense of loyalty and emotional attachment to it (Alsughair, 2021). Highly committed employees tend to work harder to achieve organizational goals by going beyond their formal job responsibilities (Dwika & Adnyani, 2020). High commitment also leads employees to prioritize the organization over personal interests, find inspiration in their work, and willingly participate in organizational decision-making.

This study was conducted at The Trans Resort Bali, located on Sunset Road, Kerobokan Kelod, North Kuta District, Badung Regency, Bali. The resort is situated 10 kilometers from I Gusti Ngurah Rai International Airport and occupies a strategic location. The resort is committed to setting high standards in delivering Indonesian hospitality and service. To optimize hospitality, employees must work in accordance with the policies and responsibilities set by the organization.

One of the critical human resource issues is the low level of employee organizational commitment (Artha & Surya, 2017). Previous research by Fatmawati & Azizah (2022) found that organizational commitment can be influenced by perceived organizational support. Perceived organizational support is defined as employees' beliefs regarding the extent to which the organization values their contributions and cares about their well-being (Oladunmoye, 2017). It reflects employees' trust in how fairly they are treated by the organization (Eisenberger et al., 2020). Fitria et al. (2018) identify three key forms of support that can enhance perceived organizational support: fairness, supervisory support and appreciation, and favorable working conditions. When employees perceive strong organizational support, they tend to perform at their best. Organizational support becomes a key driver of employee contribution to the organization (Kurtessis et al., 2015). Alshaabani et al. (2021) assert that when employees receive adequate attention and support, they tend to exhibit positive behavior and improve performance. Organizational concern is a strong motivator for employees to remain in and contribute to the organization (Song & Yang, 2020).

However, prior studies on perceived organizational support and organizational commitment show inconsistencies, indicating a research gap. While Fatmawati & Azizah (2022) and Ayu et al. (2022) found a significant positive relationship between the two variables, Asrunputri (2018) reported a negative and insignificant relationship. Similarly, Nurhayati (2015) concluded that perceived organizational support does not influence organizational commitment.

The relationship between perceived organizational support and organizational commitment is not always direct and may be mediated by other variables. Including mediating variables could help address the aforementioned research gap. Previous studies have identified several mediators, including job satisfaction (Arifudin et al., 2020), job involvement (Hngoi et al., 2024), spiritual leadership (Rumangkit, 2020), and employee engagement (Nazir & Islam, 2017), which have all been found to mediate the effect of perceived organizational support on organizational commitment.

This study employs job satisfaction as a mediating variable. Job satisfaction refers to an individual's attitude toward their job, indicating the degree of like or dislike they feel (Situmorang & Heryjanto, 2023). It reflects the emotional response of employees to various aspects of their work (Aprillyani & Putra, 2021). Job satisfaction is chosen as a mediator because perceived organizational support has been empirically shown to positively influence job satisfaction (Salsabila et al., 2021), and job satisfaction, in turn, positively affects organizational commitment (Cahaya & Rahyuda, 2019). Moreover, job satisfaction has been empirically proven to mediate the effect of perceived organizational support on organizational commitment. Nurfayani & Wibawa (2022) found that increased perceived organizational support and job satisfaction contribute to stronger organizational commitment.

This study is grounded in social exchange theory, which posits that reciprocity is a fundamental norm—when individuals receive support and fair treatment, they feel obligated

to reciprocate with positive attitudes or behaviors (Kurtessis et al., 2017). Under this theory, when an organization provides sufficient support to employees, they are likely to respond with extra effort in their work (Puspitawati et al., 2023). Social exchange theory provides a strong theoretical basis for examining perceived organizational support, organizational commitment, and job satisfaction. It suggests that social exchanges foster shared perceptions about organizational goals, encouraging employees to be motivated and committed when they experience fairness and satisfaction in their work (Xianyin et al., 2017).

The explanation above illustrates the presence of a research phenomenon and gap, thereby justifying the need for further investigation. Therefore, this study focuses on: "The Mediating Role of Job Satisfaction in the Effect of Perceived Organizational Support on the Organizational Commitment of Employees at The Trans Resort Bali."

2. METHOD

This research adopts a quantitative approach with a causal associative design, aiming to analyze the cause-and-effect relationships among three main variables: perceived organizational support as the exogenous variable (X), job satisfaction as the mediating variable (Z), and organizational commitment as the endogenous variable (Y). The study was conducted at The Trans Resort Bali, chosen due to indications of issues related to employee organizational commitment. The research focuses on the three aforementioned concepts, each defined operationally to ensure clarity in measurement and data analysis (Sugiyono, 2019; Purnama & Riana, 2020; Artatio et al., 2015; Andini et al., 2018).

The study population consisted of 147 employees, with the sample determined using proportional stratified random sampling to ensure representativeness. Primary data were obtained through questionnaires and direct interviews, while secondary data were drawn from the company's profile. Data collection involved interviews and online questionnaires distributed via Google Forms. The research instruments employed a Likert scale to assess respondents' perceptions of the three variables (Sugiyono, 2019).

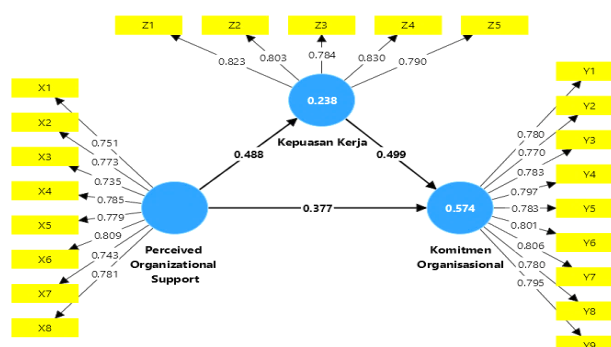
Data analysis consisted of descriptive and inferential stages. Descriptive analysis was used to summarize the data through means, standard deviations, and minimum and maximum values. Inferential analysis was employed to test the relationships among variables based on the quantitative scores collected from respondents. The quantitative data were derived from questionnaire responses, while qualitative data included narrative responses and organizational descriptions, offering a comprehensive picture of the relationships among organizational support, job satisfaction, and organizational commitment (Sugiyono, 2019).

3. DISCUSSION AND RESEARCH RESULTS

Research Data Analysis Results

Research Model Analysis using the PLS (Partial Least Square) method

1) Evaluation of Measurement Model (Outer Model)



Source: Processed data, 2025 (Appendix 8)

Figure 1. Measurement Model Path Diagram

(1) Convergent Validity**Table 1. Results of Convergent Validity Testing with Outer Loading**

Variables	Item	Outer Loading Value	Provisions	Information
Organizational Commitment (Y)	Y1	0.780	0.70	Valid
	Y2	0.770	0.70	Valid
	Y3	0.783	0.70	Valid
	Y4	0.797	0.70	Valid
	Y5	0.783	0.70	Valid
	Y6	0.801	0.70	Valid
	Y7	0.806	0.70	Valid
	Y8	0.780	0.70	Valid
	Y9	0.795	0.70	Valid
Perceived Organizational Support (X)	X1	0.751	0.70	Valid
	X2	0.773	0.70	Valid
	X3	0.735	0.70	Valid
	X4	0.785	0.70	Valid
	X5	0.779	0.70	Valid
	X6	0.809	0.70	Valid
	X7	0.743	0.70	Valid
	X8	0.781	0.70	Valid
Job Satisfaction (Z)	Z1	0.823	0.70	Valid
	Z2	0.803	0.70	Valid
	Z3	0.784	0.70	Valid
	Z4	0.830	0.70	Valid
	Z5	0.790	0.70	Valid

Source: Processed data, 2025 (Appendix 8)

Table 1 shows that all items have shown outer loading values of more than 0.70. This means that all items can be used to measure variables and have met the convergent validity criteria.

(2) Discriminant Validity**Table 2. Results of Discriminant Validity Testing with Cross Loading**

Item	Variables		
	Job (Z)	Satisfaction	Organizational Commitment (Y)
			Perceived Organizational Support (X)
X1	0.267		0.357
X2	0.320		0.442
X3	0.347		0.389
X4	0.356		0.510
X5	0.381		0.459
X6	0.453		0.577
X7	0.387		0.330
X8	0.434		0.631
Y1	0.487		0.780
Y2	0.544		0.770
Y3	0.529		0.783
Y4	0.543		0.797
Y5	0.451		0.783
Y6	0.473		0.801
Y7	0.565		0.806
Y8	0.596		0.780
Y9	0.634		0.795
Z1	0.823		0.518
Z2	0.803		0.602
Z3	0.784		0.501
Z4	0.830		0.548
Z5	0.790		0.577

Source: Processed data, 2025 (Appendix 8)

Table 2 shows that all items have shown a cross loading correlation value with their latent variables that is greater than the correlation with other latent variables. The discriminant validity test can also be measured by comparing the square root of the average variance

extracted (\sqrt{AVE}) for each variable with the correlation between the variable and other variables in the model used. The discriminant validity test with the square root of the average variance extracted (\sqrt{AVE}) can be seen in Table 3.

Table 3. Results of Discriminant Validity Testing with \sqrt{AVE}

	Job satisfaction	Organizational Commitment	Perceived Organizational Support
Job satisfaction	0.806		
Organizational Commitment	0.683	0.788	
Perceived Organizational Support	0.488	0.620	0.770

Source: Processed data, 2025 (Appendix 8)

Table 3 shows that the AVE root value for each variable is higher than the correlation value between other variables. This can provide a conclusion that all variables in this study have met discriminant validity.

(3) Composite Reliability

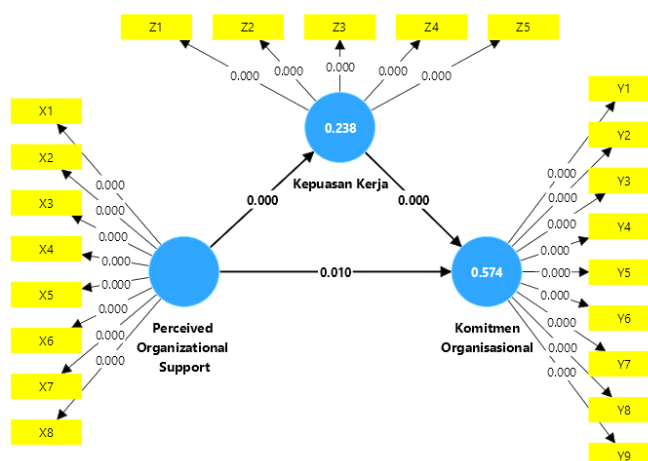
Table 4. Composite Reliability Test Results

Variables	Composite Reliability	Provisions	Information
Job satisfaction	0.903	0.70	Reliable
Organizational Commitment	0.937	0.70	Reliable
Peceived Organizational Support	0.921	0.70	Reliable

Source: Processed data, 2025 (Appendix 8)

Table 4 shows that the composite reliability values of the variables Job Satisfaction, Organizational Commitment, and Perceived Organizational Support are 0.903, 0.937, 0.921 respectively where all variables have values > 0.70 . This indicates that all variables in this study meet the reliability requirements.

2) Structural Model Evaluation (Inner Model)



Source: Processed data, 2025 (Appendix 9)

Figure 2. Structural Model Path Diagram

(1) R-square value**Table 5. R-Square Value**

Variables	R-Square
Job satisfaction	0.238
Organizational Commitment	0.574

Source: Processed data, 2025 (Appendix 9)

Table 5 shows the R-square value for the Job Satisfaction variable is 0.238 which can be interpreted as 23.8 percent of the Job Satisfaction construct is influenced by Perceived Organizational Support, while the other 76.2 percent is influenced by constructs outside the model. The R-square value of the Organizational Commitment variable is 0.574 which can be interpreted as 57.4 percent of the Organizational Commitment construct is influenced by Perceived Organizational Support and Job Satisfaction, while the other 42.6 percent is influenced by constructs outside the model.

(2) Predictive Revelation(Q2)

Inner model testing is done by looking at the Q-square value which is a goodness of fit model test. If the Q-square value is greater than zero (0) it shows that the model has a predictive relevance value, while the Q-square value is less than zero, it shows that the model has less predictive relevance. The calculation of the Q-square value can be seen as follows.

$$\begin{aligned}
 Q2 &= 1 - (1 - R1^2) (1 - R2^2) \\
 &= 1 - (1 - 0.238) (1 - 0.574) \\
 &= 1 - (0.762) (0.426) \\
 &= 1 - 0.325 = 0.675
 \end{aligned}$$

The Q2 value is in the range of $0 < Q2 < 1$ where the closer to 1 means the better the model. The calculation result of the Q2 value obtained is 0.675, so it can be concluded that the model has good predictive relevance. Thus, it can be explained that 67.5 percent of the organizational commitment variable is influenced by the variables of perceived organizational support and job satisfaction used in the model. The rest is influenced by other factors outside the model. So it is concluded that this model has predictive relevance value.

Hypothesis Testing**Table 6. Results of Direct Influence**

Direct Influence	Path Coefficient	SD	T-statistic	P-value	Information
Perceived Organizational Support -> Organizational Commitment	0.377	0.146	2,577	0.010	Significant
Perceived Organizational Support -> Job satisfaction	0.488	0.127	3,831	0,000	Significant
Job Satisfaction -> Organizational Commitment	0.499	0.135	3,703	0,000	Significant

Source: Processed data, 2025 (Appendix 9)

Table 6 shows the results of the direct influence of the variables as follows.

1) The Influence of Perceived Organizational Support on Organizational Commitment

The results of the analysis of perceived organizational support on organizational commitment show a path coefficient value of 0.377 and a p-value of 0.010 smaller than the alpha value of 0.05 ($p\text{-value} < \alpha$). These results indicate that perceived organizational support has a positive and significant effect on organizational commitment, which means that H1 in this study is supported.

2) The Influence of Perceived Organizational Support on Job Satisfaction

The results of the analysis of perceived organizational support on job satisfaction show a path coefficient value of 0.488 and a p-value of 0.000 smaller than the alpha value of 0.05 ($p\text{-value} < \alpha$). These results indicate that Perceived Organizational Support has a positive and significant effect on job satisfaction, which means that H2 in this study is supported.

3) The Influence of Job Satisfaction on Organizational Commitment

The results of the analysis of job satisfaction on organizational commitment show a path coefficient value of 0.499 and a p-value of 0.000 smaller than the alpha value of 0.05 ($p\text{-value} < \alpha$). These results indicate that job satisfaction has a positive and significant effect on organizational commitment, which means that H3 in this study is supported.

The mediating role of job satisfaction variables on the indirect effect of perceived organizational support on organizational commitment was also tested in this study. The analysis of the indirect effect in this study can be seen in the explanation of the analysis results in Table 7.

Table 7. Results of Indirect Influence

Indirect Influence	Path Coefficient	SD	T-statistic	P-value	Information
<i>Perceived Organizational Support</i> <i>-> Job Satisfaction -> Organizational Commitment</i>	0.243	0.113	2,152	0.031	Significant

Source: Processed data, 2025 (Appendix 9)

Table 7 can show the results of the indirect influence of the variables as follows.

1) The Role of Job Satisfaction in Mediating the Effect of Perceived Organizational Support on Organizational Commitment

Table 8. Determination of Mediation Effect

Influence	Effect			Information
	A	B	C	
<i>Perceived Organizational Support -> Job Satisfaction -> Organizational Commitment</i>	0.488 (Sig.)	0.499 (Sig.)	0.377 (Sig.)	Partial Mediation

So processed data, 2025 (Appendix 9)

Description: significance (Sig.) = p-values < 0.05 and t-statistics > 1.96

(A) = Direct influence of exogenous variables on mediating variables. (B) = Direct influence of mediating variables on endogenous variables. (C) = Direct influence of exogenous variables on endogenous variables.

The information obtained from Table 8 is presented in the following explanation.

- 1) The indirect effect of perceived organizational support on job satisfaction (a) x job satisfaction on organizational commitment (b) is significant and the direct effect of perceived organizational support on organizational commitment (c) is significant and points in the same direction, so job satisfaction can be a complementary partial mediation in the relationship between perceived organizational support and organizational commitment.

Discussion

The Influence of Perceived Organizational Support on Organizational Commitment

The results of hypothesis testing on the influence of perceived organizational support on organizational commitment show that perceived organizational support has a positive and significant effect on organizational commitment. The higher the perceived organizational support felt by The Trans Resort Bali employees, the higher the organizational commitment of The Trans Resort Bali employees to the company will be, so the hypothesis that perceived organizational support has a positive and significant effect on organizational commitment can be accepted.

The results of this study are reinforced by the results of several previous studies that have been conducted that perceived organizational support has an effect on organizational commitment. Fatmawati & Azizah (2022); Ayu et al., (2022); Jehanzeb (2020) stated that perceived organizational support has a positive effect on increasing organizational commitment. Fitria et al., (2018) also found research results that perceived organizational support has a positive and significant effect on organizational commitment. Research by Azhar et al., (2019) stated that the higher the level of perceived organizational support provided by the organization, the more positive the effect on increasing organizational commitment.

The results of this study support social exchange theory by referring to the basic concept of reciprocal exchange in social relations between individuals and organizations. Positive relationships built through high perceived organizational support will produce beneficial reciprocity for the organization, in the form of increased commitment and loyalty of The Trans Resort Bali employees to the organization. This also emphasizes the importance of mutually beneficial interactions, where organizations that support employees will benefit from more committed and productive employees.

The Influence of Perceived Organizational Support on Job Satisfaction

The results of hypothesis testing on the influence of perceived organizational support on satisfaction show that perceived organizational support has a positive and significant effect on job satisfaction. This means that the higher the perceived organizational support felt by The Trans Resort Bali employees, the higher the job satisfaction felt by The Trans Resort Bali employees so that the hypothesis of perceived organizational support has a positive and significant effect on job satisfaction can be accepted.

The results of this study are reinforced by the results of several previous studies on the effect of perceived organizational support on organizational commitment. Research conducted by Salsabila et al., (2021); Sari (2019); Rais & Parmin (2020); Yoga & Yuliharsi (2021) showed that perceived organizational support has a positive and significant effect on job satisfaction. Research by Nasution & Karneli (2023) also showed that job satisfaction is positively and significantly influenced by perceived organizational support, which means that its significant positive effect shows that the better and higher the perception of organizational support that exists in employees, the higher the employee's job satisfaction.

The results of this study support the social exchange theory that high perceived organizational support can create a strong emotional bond between employees and the organization, and this can increase employee job satisfaction. Employees who feel appreciated are more likely to feel satisfied with their jobs because they perceive that they are getting benefits that are commensurate with the efforts they make.

The Influence of Job Satisfaction on Organizational Commitment

The results of testing the influence of job satisfaction on organizational commitment in the analysis results in this study can be said that job satisfaction has a positive and significant effect on job satisfaction. This means that the higher the job satisfaction felt by employees of The Trans Resort Bali, the higher the organizational commitment of employees at The Trans Resort Bali, so that the hypothesis of job satisfaction has a positive and significant effect on organizational commitment can be accepted.

The results of this study are reinforced by the results of several previous studies. Research conducted by Dewi et al., (2023) stated that job satisfaction has a positive and significant effect on organizational commitment, meaning that increasing employee satisfaction will also increase their organizational commitment. Wirawan & Dewi (2020); Indrianingsih & Yunianto (2022); Sari & Helmi (2020) also stated that job satisfaction has a positive and significant effect on employee organizational commitment. Martini & Susanto (2021) explained the results of their research that job satisfaction significantly affects organizational commitment, the results of the study showed that if job satisfaction increases, organizational commitment will increase with a significant increase.

The results of this study support the social exchange theory that when employees feel satisfied with their work because of the form of "rewards" given by the organization to employees, either in terms of awards received or a supportive work environment, then in return, employees feel obliged to return the support by increasing their organizational commitment to the company.

The Role of Job Satisfaction in Mediating the Effect of Perceived Organizational Support on Organizational Commitment

The test results show that the job satisfaction variable is considered to be able to partially mediate the influence of perceived organizational support on organizational commitment. This means that the higher the perceived organizational support felt by The Trans Resort Bali employees, the higher the employee's job satisfaction which then has an impact on increasing the organizational commitment of The Trans Resort Bali employees so that the hypothesis that job satisfaction mediates the influence of perceived organizational support on organizational commitment can be accepted.

The results of this study are supported by the results of several previous studies. Research conducted by Nurfayani & Wibawa (2022) stated that job satisfaction partially mediates the effect of perceived organizational support on organizational commitment, which shows that the more perceived organizational support and job satisfaction increase, the more employee organizational commitment will increase. Similar research is also explained by Vigazi & Rino (2023) which states that the indirect effect of the variable perceived organizational support on organizational commitment has an effect through job satisfaction, Donald et al. (2016); Agustian & Fitria (2020); Kristanti et al., (2019) also stated that job satisfaction partially mediates the effect of perceived organizational support on employee organizational commitment.

The results of this study support the social exchange theory that organizations that provide strong support will increase employee job satisfaction, and through high job satisfaction, employees will feel more attached and committed to their organization. The mutually beneficial relationship that occurs between employees and the organization will form the basis for increasing employee commitment to the organization through the job satisfaction that employees feel.

4. CONCLUSION

- a) Perceived organizational support has a positive and significant effect on the organizational commitment of employees at The Trans Resort Bali, thus the first hypothesis is accepted.

- b) Perceived organizational support has a positive and significant effect on job satisfaction of employees at The Trans Resort Bali, thus the second hypothesis is accepted.
- c) Job satisfaction has a positive and significant effect on organizational commitment of employees at The Trans Resort Bali, thus the third hypothesis is accepted.
- d) Job satisfaction partially mediates the effect of perceived organizational support on organizational commitment of employees at The Trans Resort Bali, thus the fourth hypothesis is accepted

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