

Perceived organizational support and gratitude towards employee organizational commitment

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ABSTRACT

This study aims to examine the influence of perceived organizational support (POS) and gratitude on the organizational commitment of employees at RSUD dr M.Y. The sampling technique used was quota sampling, with 103 employees participating as subjects in the study. The instruments utilized included organizational commitment scale, perceived organizational support scale, and gratitude scale. Data analysis employed multiple linear regression. The results indicate a significant influence of both perceived organizational support and gratitude on organizational commitment at RSUD dr M.Y. Specifically, perceived organizational support does not significantly affect organizational commitment, whereas gratitude has a highly significant impact on organizational commitment. The conclusion drawn from this research is that higher levels of POS and gratitude jointly correspond to higher organizational commitment, and vice versa. However, independently, high or low levels of POS do not influence organizational commitment. Furthermore, higher levels of gratitude correlate with increased organizational commitment, while lower levels of gratitude correlate with decreased organizational commitment.

Keywords: Gratitude, Organizational commitment, Perceived organizational support.

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INTRODUCTION

In the current era of globalization, competition in the industrial world is increasingly intense, demanding that organizations have strong strategies to face technological advancements in order to compete in the industrial arena. This phenomenon underscores the importance for healthcare industries or hospitals to pay attention to human resources working as healthcare professionals, ensuring their well-being and commitment to the

organization. Human Resources (HR) are employees who perform tasks within a company. Human resources are a critical factor in any company, viewed alongside other factors besides financial capital [1]. Therefore, managing human resources effectively is crucial to enhancing the effectiveness and efficiency of the company. Employees who possess good personal qualities and deep organizational commitment can support the achievement of the organization's goals [1].

Organizational commitment plays a crucial role for companies. This is because organizations can determine how committed and willing employees are to work for the company. In the context of Human Resource Management (HRM) studies, organizational commitment is recognized as one of the important functions in achieving organizational goals [2].

Organizational commitment is an attitude and work behavior that aligns with the established regulations of the organization [2]. This is further supported by the statement that organizational commitment is where an employee consistently desires to actively participate and contribute without leaving the organization [3], [4]. Empirical studies emphasize the importance of organizational commitment in enhancing performance, showing that employees with high organizational commitment contribute to both individual and organizational performance improvements [5], [6]. Behavioral indicators indicating high employee commitment include strong trust and acceptance of the organization's vision and mission, a strong willingness to work towards advancing the organization, and initiative in retaining members within the organization [7], [8].

Commitment is when employees behave cooperatively and share knowledge with their colleagues. Employees with high organizational commitment are those who contribute to the organization's success [9], [10]. Therefore, committed employees tend to work harder and go further in achieving organizational goals, and vice versa [11], [12].

Organizational commitment has a positive impact on companies or organizations, as organizations are confident that having committed employees will help achieve their goals [2]. The benefits of organizational commitment include increased employee productivity, reduced absenteeism, the development of strong team players and individuals, and serving as a support system for the company. Conversely, low organizational commitment among employees leads to decreased performance, which ultimately affects organizational performance [13].

The positive impact of organizational commitment benefits not only the organization or company but also the employees working within it. With commitment, employees can achieve a promising future, welfare, and trust within the organization where they work [2]. Conversely, low organizational commitment among employees can result in significant material losses for the organization (such as loss of capital, profits, and opportunities), and employees may remain in stagnant positions with no future prospects and limited welfare [2]. Factors influencing organizational commitment include personal characteristics, job characteristics, organizational structure, work experience, and organizational support [14], [15]. This study focuses on two of these factors: “organizational support” and “personal characteristics”.

Perceived Organizational Support (POS) refers to employees' perceptions of the extent to which the organization values their contributions, provides support, and cares about their well-being, as well as the availability of organizational resources to assist employees in completing their work and meeting their socio-emotional needs [16]. POS is a situation where employees believe in the organization's recognition and concern for their contributions and welfare [17]. POS is also defined as an individual's belief that the organization cares about their well-being and appreciates their efforts and contributions to the organization [18], [19].

The indicators of Perceived Organizational Support (POS) include the company valuing and responding to employee feedback and ideas by taking appropriate follow-up actions, expressing gratitude to employees who exceed their assigned tasks, addressing and resolving employee complaints, showing concern for employee welfare, and informing or correcting employees when their performance is subpar [16].

The explanation above demonstrates that the more an organization pays attention to the well-being of its employees and listens to their grievances, the higher the organizational commitment from those employees will be. The contribution of Perceived Organizational Support (POS) accounts for 36% of the organizational commitment among the subjects studied, while the remaining 64% is influenced by other factors such as organizational culture, job satisfaction, and others [20], [21]. Based on this explanation, it can be concluded that employees' perception of organizational support is crucial for fostering strong organizational commitment.

Organizational commitment is also influenced by personal characteristics. In this study, the chosen personal characteristic from the perspective of positive psychology is gratitude. Gratitude is a term derived from the Latin words *gratia* (grace), *gratefulness* (thankfulness), and *graciousness* (elegance) [22]. In a worldly sense, gratitude refers to the feeling one has when recognizing valuable benefits received from others. From a transcendent perspective, gratitude is a cognitive-affective state associated with the perception that one has benefited from the kindness or good intentions of others [23].

Gratitude is an emotion or feeling that develops into an attitude, a positive moral trait, a habit, a personality characteristic, and eventually influences how a person responds or reacts to situations. Similarly, when a sense of gratitude is cultivated among employees, it fosters organizational commitment that arises from a sense of emotional and psychological fulfillment [24], [25]. Indicators of grateful behavior include appreciation towards others or a higher power and life, positive feelings about one's own life, and a tendency to act in ways that express positive feelings and appreciation [26].

Gratitude contributes to the formation of organizational commitment among mentor teachers as the subjects of this study, indicating that their organizational commitment is influenced by the individual's personality trait of gratitude [27]. Therefore, an individual's personality or personal character can affect the level of organizational commitment they possess.

The above explanation serves as a conceptual consideration for the researcher regarding the importance of organizational commitment in a company, particularly at RSUD Dr. M.Y. This is further supported by initial interviews and observations at the local hospital. RSUD Dr. M.Y is a regional public hospital located in Bengkulu city, which has been established since 1922 and officially became a Regional Self-Sustaining General Hospital on December 23, 1995. As the highest referral hospital in Bengkulu province, RSUD Dr. M.Y is required to adhere to the fundamentals of health development and support health development towards a healthy Indonesia while conducting its healthcare business.

The management of RSUD Dr. M.Y operates with a work system divided into several units. Each employee within these units has specific duties and responsibilities, performance evaluations, and opportunities for development. The relationships among employees can be described as familial, with a collaborative and complementary spirit. When misunderstandings arise from other work units, employees assist each other in explaining

the procedures that have been followed. The hospital's work system does not have specific regulations for break times or overtime hours; however, employees have a 6-hour workday from 08:00 to 14:00, with an additional hour extending until 15:00. Breaks for rest, prayers, and lunch are determined by each work unit, but if there is a special project, lunch is provided for the employees involved.

Such work dynamics represent both strengths and weaknesses of the organization, primarily due to the 6-hour workday that demands maximum productivity within that timeframe. Employees are expected to work efficiently during these hours, with additional time if necessary. This phenomenon has become a concern regarding employee welfare, as the workload is often heavy, requiring significant time to complete tasks. Some employees even work beyond the designated hours. Furthermore, workflow within each unit tends to be suboptimal, with communication misunderstandings regarding work procedures across units. For instance, sudden changes in training correspondence procedures may occur without the knowledge of connected units due to malfunctioning facilities or lack of communication with relevant units or supervisors. Additionally, misunderstandings arise regarding leave applications from other units to the HR department, stemming from employees' insufficient understanding of procedures and workflows.

Based on the description above, it can be concluded that employees at RSUD Dr. M.Y exhibit diverse characteristics, and the reported lack of welfare indicates a perceived lack of organizational support. Therefore, the researcher aims to further explore the relationships between the variables outlined above: whether organizational commitment among employees can be influenced by perceptions of organizational support (Perceived Organizational Support (POS)), and whether organizational commitment is also influenced by personal characteristics viewed from the perspective of positive psychology, namely gratitude.

METHOD

This research employed a quantitative research method with quota sampling technique. The subjects of this study were 103 employees from RSUD dr. M.Y., who were subsequently analyzed using multiple regression analysis technique. The data collection instruments utilized were scales of organizational commitment, perceived organizational

support, and gratitude.

The organizational commitment variable in this study was measured using the organizational commitment instrument developed by Mowday et al. [28], adapted by Ingarianti [29]. Initially consisting of 39 items, after scale testing, 19 items were retained for further research, while 20 items were discarded. The 19 retained items showed a reliability coefficient of 0.917. The lowest item-total correlation coefficient (rit) was 0.339 for the aspect "willingness to exert considerable effort on behalf of the organization," while the highest (rit) was 0.850 for the aspect "strong desire to maintain membership in the organization."

The perceived organizational support (POS) variable in this study was measured using the perceived organizational support instrument from Rhoades & Eisenberger [16], adapted by Aulia [30]. The scale initially consisted of 12 items, and after scale testing, it remained at 12 items with a reliability coefficient of 0.914. The lowest item-total correlation coefficient (rit) was 0.355 for the aspect of "fairness," while the highest (rit) was 0.819 for the aspect of "organizational reward & job condition."

The gratitude variable in this study was measured using the gratitude instrument developed by Listiyandini et al. [26]. The scale initially consisted of 30 items, and after testing, 23 items were retained for further research, while 7 items were discarded. The 23 retained items showed a reliability coefficient of 0.916. The lowest item-total correlation coefficient (rit) was 0.382 for the aspect of "tendency to act as an expression of positive feelings and appreciation," while the highest (rit) was 0.781 for the aspect of "positive feelings towards one's life."

Based on the testing of these three scales in the study above, it can be concluded that all three scales are reliable and suitable for further research. Subsequently, this research was analyzed using multiple regression analysis conducted using SPSS 21.

RESULTS AND DISCUSSION

Results of the normality test indicated that residuals from the organizational commitment, perceived organizational support, and gratitude variables were normally distributed. Normality testing was performed using Kolmogorov-Smirnov Z (KS-Z) to determine if the residual distribution significantly differed from normal distribution. The KS-Z score was 0.691 with a significance value (p) of 0.727. Since the p-value is greater

than 0.05, we can conclude that the residuals are normally distributed. In the context of statistical analysis, this indicates that the normality assumption for residuals is met. Normality of residuals is an important assumption in linear regression as it ensures the validity of analysis results.

The results of the linearity test between perceived organizational support (POS) and organizational commitment did not show significant linearity ($F = 1.500$, $p = 0.224$) with non-significant deviation from linearity ($F = 0.665$, $p = 0.869$), thus it is considered not ideally linear. In contrast, the relationship between gratitude and organizational commitment showed highly significant linearity ($F = 37.471$, $p = 0.000$) with non-significant deviation from linearity ($F = 1.282$, $p = 0.188$), hence it is considered linear.

The test for multicollinearity showed no multicollinearity between perceived organizational support (POS) and gratitude, as indicated by tolerance values of 0.943 and VIF (Variance Inflation Factor) values of 1.060 for both variables. Tolerance values approaching 1 indicate that the independent variables are not highly correlated with each other, while VIF values well below the threshold of 10 indicate absence of problematic multicollinearity in the model. Thus, the regression model can be considered stable, and its analysis results can be interpreted with greater confidence.

Based on descriptive statistical data, it is known that the average empirical scores for organizational commitment, perceived organizational support (POS), and gratitude are higher than the hypothetical scores expected. For organizational commitment, the empirical mean score (59.81) is higher than the hypothetical score (57), indicating that the research subjects have a slightly higher level of organizational commitment than hypothesized. For perceived organizational support, the empirical mean score (31.49) is also higher than the hypothetical score (24), indicating that subjects perceive higher organizational support than expected. Regarding gratitude, the empirical mean score (86.17) is much higher than the hypothetical score (46), indicating that research subjects have a much higher level of gratitude than hypothesized.

Categorization in this study is based on the normal distribution model, assuming that individual scores within subject groups reflect scores within the population and that these scores are normally distributed [31]. This descriptive analysis aims to compare hypothetical data (expected probabilities) with empirical data (actual field results) and uses hypothetical

score calculations for data categorization. In the context of school management system psychology, this approach allows for a deeper evaluation of organizational support and gratitude, which in turn can enhance organizational commitment within school environments.

Categorization of the achievement levels of organizational commitment, perceived organizational support (POS), and gratitude is based on score intervals and the percentage distribution within the research sample. For organizational commitment, it is observed that the majority of subjects (79.61%) have a moderate level of organizational commitment, followed by 16.50% with high commitment, and only 3.89% with low commitment. Perceived organizational support indicates that a majority of subjects (51.45%) perceive high organizational support, followed by 45.63% perceiving moderate support, and only 2.92% perceiving low support. As for gratitude, the majority of subjects (68.94%) exhibit a high level of gratitude, while 31.06% exhibit moderate gratitude, and no subjects exhibit low gratitude.

Here is the categorization of respondents according to their beliefs; the distribution of religion and beliefs among all respondents in this study. Out of a total of 103 respondents, 101 individuals (98.06%) identified as Muslim, while only 2 individuals (1.94%) identified as Christian. This data provides an overview of the religious composition of respondents relevant to the demographic analysis context in this study. The hypothesis testing can be seen in the following Table 1.

Table 1 Hypothesis Testing Results

Variable	R	R Square	F	Sig (p)	Interpretation
Perceived organizational support and gratitude towards organizational commitment	0.557	0.310	22.480	0.000	Very significant

Based on the multiple regression analysis in Table 1, for the major hypothesis, an F value of 22.480 was obtained for perceived organizational support and gratitude towards organizational commitment, with a significance level of 0.000 ($p < 0.01$). Based on the hypothesis testing results, it can be concluded that the research hypothesis is accepted, indicating that there is a highly significant simultaneous influence of perceived

organizational support and gratitude on organizational commitment, with an effect size (R square) of 31.0%. The minor hypothesis testing is presented in the following Table 2.

Table 2 Hypothesis Testing Results for Minor Hypotheses

Variable	Beta	t	Sig (p)	Zero Order	Interpretation
Organizational support towards organizational commitment	0.259	3.027	0.126	0.126	Not significant
Gratitude towards organizational commitment	0.558	6.531	0.000	0.497	Very significant

The analysis from Table 2 shows that the relationship between perceived organizational support (POS) and organizational commitment yielded a Beta value of 0.259 and a t-value of 3.027 with a significance level of 0.126 ($p > 0.05$). This indicates that independently, POS does not have a significant influence on organizational commitment, and the proposed minor hypothesis is rejected. There is no effective contribution from the perceived organizational support variable to organizational commitment because there is no significant relationship between the independent and dependent variables.

In contrast, the analysis from Table 2 reveals that the relationship between gratitude and organizational commitment resulted in a Beta value of 0.558 and a t-value of 6.531 with a significance level of 0.000 ($p < 0.01$). This demonstrates that gratitude independently exerts a highly significant influence on organizational commitment, and the proposed minor hypothesis is accepted.

Contribution of the variable gratitude to organizational commitment can be calculated using the formula $SE = \beta \times \text{zero order} \times 100\%$, yielding $SE = 0.558 \times 0.497 \times 100\% = 27.7326\%$. This result indicates that the variable gratitude contributes 27.7326% to organizational commitment.

This study focuses on the organizational commitment of employees at RSUD dr. M.Y influenced by perceived organizational support and gratitude. Based on the categorical findings obtained from the research results, the organizational commitment of employees at RSUD dr. M.Y is categorized as moderate, which aligns with initial findings indicating communication misunderstandings and perceptions regarding workflow among several units due to inadequate communication regarding facilities that need repair or renovation. This

suggests that few employees are willing to exert considerable effort on behalf of the organization in their work.

Furthermore, perceived organizational support and gratitude among employees are categorized as high, indicating that employees have a positive view of RSUD dr. M.Y and believe that the organization supports their performance, leading to a high sense of gratitude while working in the organization.

The hypotheses proposed in this study have been significantly validated, as evidenced by the data collected in the field. The results of the research are discussed as follows:

First, the results of the study based on the major hypothesis test indicate that there is a combined effect of perceived organizational support (POS) and gratitude on employee organizational commitment at RSUD dr. M.Y. This means that the higher the POS and gratitude employees have, the more it will influence their organizational commitment. Conversely, the lower the POS and gratitude employees have, the lower their organizational commitment at RSUD dr. M.Y.

Second, the results of the minor hypothesis tests proposed in this study show that the analysis of the data rejects the first hypothesis, which posited that POS affects organizational commitment, while the analysis of the second hypothesis, which posited that gratitude affects organizational commitment, is accepted.

Based on the analysis of the first hypothesis, which was that perceived organizational support (POS) affects organizational commitment, it was rejected. This means there is no significant influence of POS on organizational commitment. According to the survey, this is because respondents work according to contracts or assignments from the government or their own individual choices. As employees, respondents naturally adhere to the rules and values within the organization, so regardless of the level of organizational support, they continue to work for the organization.

Thus, employees are not inclined to leave the organization. According to Aube et al. [32], POS also does not affect organizational commitment due to differences in policies related to employee welfare in the public and private sectors. Employees in the public sector tend to have greater concerns about their job security compared to those in the private sector, as they have fewer alternative employment options.

The analysis results of the second hypothesis, which posits that gratitude affects organizational commitment, are accepted. This indicates a significant influence of gratitude on organizational commitment. This study is further strengthened by the statement that gratitude contributes to organizational commitment, thus affirming the influence of gratitude on organizational commitment [27]. This is also in line with Steers and Porter, who explained that personal characteristics of employees, such as individual personality traits, affect organizational commitment [27]. The personal characteristic of employees at RSUD dr. M.Y. is the personality trait of gratitude. The concept of gratitude is familiar, especially in environments closely tied to spirituality, religion, and religiosity. Different religious teachings or spiritual perspectives have their own concepts of gratitude, albeit with different forms or foundations [33].

From an Islamic perspective, one form of gratitude is to give thanks to Allah SWT, which is an essential part of daily life [33]. Imam Al-Ghazali also explained that gratitude consists of three elements: knowledge, state, and action. Knowledge of gratitude means recognizing the multitude of blessings received from Allah SWT, while the state signifies expressing gratitude in ways that are pleasing to Him. This aligns with the personal characteristics of employees at RSUD dr. M.Y., where, based on research findings and respondent categorization, the majority of permanent employees with ASN status, totaling 98.06%, are Muslims.

Separately, the effective contribution of the gratitude variable to organizational commitment is 27.7326%, whereas no effective contribution of the POS variable to organizational commitment was found among the employees of RSUD dr. M.Y. This leads to the conclusion that gratitude has a significant influence on enhancing organizational commitment among employees of RSUD dr. M.Y., while perceived organizational support (POS) does not influence the level of organizational commitment.

Based on these results, it can be interpreted that perceived organizational support does not influence the level of organizational commitment held by employees, so regardless of how high or low the perceived organizational support is, it does not affect employees' commitment to increase their organizational commitment [34]. However, based on the effective contribution of the gratitude variable, it is interpreted that the gratitude held can influence the level of organizational commitment of employees. Thus, having gratitude

ingrained can encourage employees to work more optimally according to the values provided by the organization without harboring negative feelings but continuing to appreciate the work they have. When someone has a sense of gratitude or a high level of gratitude in their work, the level of their organizational commitment will also increase [34], [35].

CONCLUSION

Based on the results of this study, there is a highly significant combined effect of perceived organizational support (POS) and gratitude on organizational commitment. The organizational commitment of employees at RSUD dr. M.Y. falls into the moderate category at 79.61%, meaning that most employees have a reasonable level of organizational commitment. However, perceived organizational support (POS) does not affect the organizational commitment of employees at RSUD dr. M.Y. This indicates that employees' perceptions of the organization, whether high or low, do not influence their commitment to the organization. The most dominant factor influencing organizational commitment among employees at RSUD dr. M.Y. is the level of gratitude possessed by the employees themselves. Based on the research findings and discussions, the author offers several suggestions for relevant parties, such as future researchers studying organizational commitment. It is recommended to consider and examine other factors influencing organizational commitment, such as job satisfaction, motivation, and leadership roles. Future researchers may also consider choosing different research designs, such as experimental methods.

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