

# The Role of Perception of Organizational Support, Organizational Culture, and Intention to Stay on the Affective Commitment of Employees at CV. Media Pratama Solusinet in Tegal

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## ***Abstract***

### **Keywords:**

POS, Culture, ITS, Affective Commitment

*This study focuses on the phenomenon of low affective commitment at CV Media Pratama Solusinet, as reflected in weakened emotional attachment stemming from employees' low perceived organizational support, a work culture that is not yet conducive to engagement, and employees' low intention to stay with the company long-term. The study aims to analyze affective commitment and the factors that influence it. The research methodology employs both quantitative and qualitative approaches. The population and sample of this study consist of 40 employees of CV Media Pratama Solusinet in Tegal City. The data used are primary data collected via a questionnaire administered to respondents, containing statements rated on a Likert scale from 1 to 5. The data were then processed and analyzed using classical assumption tests, multiple linear regression analysis, and hypothesis testing (t-test, F-test, and coefficient of determination test). The results for the variable "Perception of Organizational Support" on Affective Commitment yielded a significance value of  $0.000 < 0.05$ , meaning H1 is accepted; the variable Organizational Culture on Affective Commitment yielded a significance value of  $0.085 > 0.05$ , meaning H2 is rejected; the variable Intention to Stay on Affective Commitment yielded a significance value of  $0.515 > 0.05$ , meaning H3 is rejected. The F-test yielded a significance value of  $< 0.05$ , meaning H4 is accepted, supported by the result of the coefficient of determination test showing that the three variables contribute 94.5% to affective commitment. To enhance affective commitment, it is necessary to provide support to employees, implement organizational cultural values, and offer opportunities for employees to develop their careers to influence their intention to stay.*

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## **INTRODUCTION**

Human Resource Management (HRM) plays a crucial role in a company's success. Employee retention is vital for organizational stability as well as for overall productivity and morale, which influence employees' intention to stay with the company (Deniz, 2024). One aspect that influences organizational success is the level of commitment employees have toward the organization.

To enhance affective commitment, companies need to provide support to employees by prioritizing their well-being (Gumelar & Suhana, 2022). When a company provides support to its employees, employees will remain dedicated to the organization (Azelia Almira Islamey & Ayu Tuty Utami, 2024). Perceived organizational support makes employees more satisfied and committed to their work. Perceived organizational support reduces the intention to quit by

strengthening employee commitment (Peemanee et al., 2026). Human resource management fosters a culture rooted in values that employees must embody; it is hoped that this culture will transform the behavior of every employee and instill a strong commitment to the company (Setyadi & Tricahyadinata, 2020). Culture fosters a high level of commitment (Pratiwi et al., 2025) in the form of values, beliefs, assumptions, and principles that employees adhere (Sengkey et al., 2025) (Sandra et al., 2015) (Sandra et al., 2015). Employees are more meaningfully engaged in their work when they feel a alignment between their personal values and the organizational culture (Mayowan et al., 2025).

According to Sinambela (2021), “Intention to stay” refers to an employee’s desire to remain with the company. Affective commitment, in turn, pertains to the psychological engagement of staff within the organization, where they feel a strong connection and sense of responsibility toward the organization’s success (Monica & Prasetyo, 2021). Extrinsic work values such as salary, job security, and career development serve as the primary motivators for employees to remain in the organization. Employees with a high intention to stay demonstrate positive work values, reinforcing the idea that value alignment fosters long-term work commitment (Mayowan et al., 2025).

This study focuses on the phenomenon of low affective commitment at CV Media Pratama Solusinet, as reflected in the weakening of employees’ emotional attachment and work motivation. The issue at hand is that employees’ affective commitment to CV Media Pratama Solusinet in Tegal has declined to an alarming level. This phenomenon is objectively confirmed by a surge in employee turnover rates, high rates of disciplinary violations, employees’ reluctance to stay (intention to stay), and a weak organizational culture within the company. If left unaddressed, this situation will ultimately lead to a crisis of employee loyalty and emotional attachment. Employees no longer feel pride in the organization; this stems from a lack of perceived organizational support, a work culture that is not conducive to collaboration, and low employee intention to stay.

Therefore, this study aims to analyze the influence of Perceived Organizational Support, Organizational Culture, and Intent to Stay on the Affective Commitment of Employees at CV Media Pratama Solusinet in Tegal. The findings of this study are expected to enrich the literature in the field of human resources and serve as a strategic reference for management in evaluating human resource policies to strengthen employee affective commitment in the future

## **Literature**

Affective commitment is defined as an employee’s emotional attachment, identification, and involvement in the organization (Indrastuti, 2020). Affective commitment is defined as the degree to which an individual feels psychologically attached to their organization, such as through loyalty,

affection, and alignment with the organization's goals. Mowday et al. state that affective commitment is divided into four categories: personal characteristics, structural characteristics, job-related characteristics, and work experience (Sunarto & Suparji, 2020).

Perception of Organizational Support (POS) is employees' perception of the organization's attention and appreciation toward them. POS is defined as an individual's perception of how the company values employees' contributions and cares for their needs, which impacts affective commitment. POS is an employee perception characterized by a positive attitude regarding the extent to which the organization values their contributions and cares about their well-being (Sunarto & Suparji, 2020). The greater an organization's concern for employee performance, the more positive employees' perceptions of their organization will be

Organizational culture refers to how employees perceive the characteristics of the organizational culture, not whether they like it. A strong culture with noble values will be embraced voluntarily and disseminated (Robbins & A. Judge, 2017). Organizational culture refers to a set of values, norms, beliefs, and customs that are accepted and practiced by members of the organization (Sunyoto & Daryanto, 2018), define work or organizational culture as the norms that define the work group, noting that productive and economically successful organizations possess a culture characterized by (a) collaboration, (b) innovation, and (c) integrity (Ardebilpour et al., 2024).

Intention to Stay (ITS) is an employee's desire to remain in the organization, which is influenced by the levels of affective, normative, and calculative commitment they feel toward the company. Affective commitment reflects emotional involvement employees, which makes them feel personally connected to the organization. Intention to stay is the result of employees' comprehensive evaluation of the work environment, career development opportunities, and organizational culture that reflect their future expectations. Intention to stay is the opposite of intention to quit, indicating that reducing intention to quit can increase intention to stay (Qian & Balwi, 2024).

The interrelationships among the variables described above serve as the basis for developing the conceptual framework. The conceptual framework for this study is as follows:

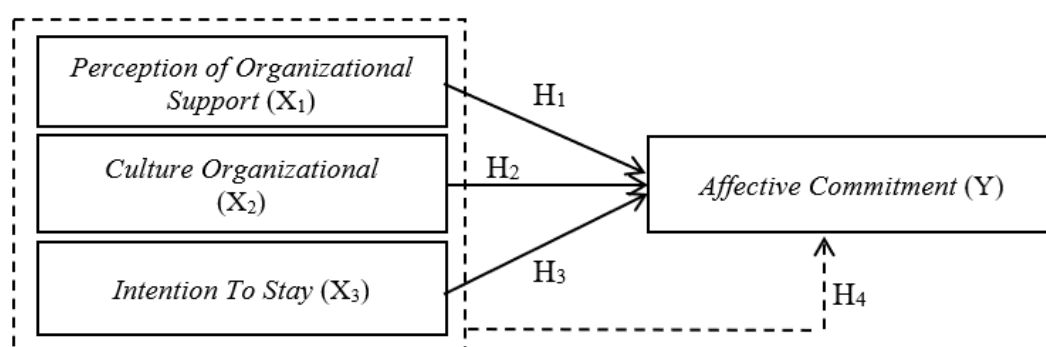


Figure 1. Conceptual Framework

## Hypotheses

Hypotheses are tentative answers proposed to research questions, formulated before data collection and analysis take place, and serve as the foundation of the research (Sugiarto, 2022)

H1 : Perception of Organizational Support influences the Affective Commitment of Employees at CV Media Pratama Solusinet.

H2 : Organizational Culture influences the Affective Commitment of Employees at CV Media Pratama Solusinet.

H3 : Intention to Stay influences the Affective Commitment of Employees at CV Media Pratama Solusinet.

H4 : Perception of Organizational Support, Organizational Culture, and Intention to Stay collectively influence the Affective Commitment of Employees at CV Media Pratama Solusinet

## METHODS

The research design is more appropriate for quantitative causal and qualitative research; this can be explained by the fact that quantitative causal research aims to identify cause-and-effect relationships between two or more variables using a numeric data-based approach that is statistically analyzed. Quantitative causal research aims to describe the phenomena that occur, but also to test the influence of independent variables on dependent variables—namely, Perception of Organizational Support, Organizational Culture, and Intention to Stay—which have a direct influence on the Affective Commitment of Employees at CV Media Pratama Solusinet in Tegal City. Meanwhile, quantitative research is based on quantitative data, namely data in the form of numbers or figures (Suliyanto, 2018). Qualitative research is based on the scientific method because it adheres to scientific principles, namely concreteness/empiricism, objectivity, measurability, rationality, and systematicity (Sugiyono, 2019).

The target population for this study consists of the 40 employees of CV Media Pratama Solusinet in Tegal. Given the limited size of the population, it is entirely appropriate to use the entire population as the study sample.

The data for this study consists of primary and secondary data. Primary data was collected through interviews aimed at eliciting information from respondents, and through questionnaires—a method of data collection involving the distribution of a set of written questions or statements to respondents, who answered using a Likert scale(Sugiyono, 2019). The secondary data for this study was collected from books, journals, and websites.

Before analyzing the primary data, validity and reliability tests were first conducted using SPSS version 25. If all research instruments were found to be valid and reliable, the data would be processed and the analysis phase would proceed. The data were re-tested using SPSS version 25, specifically the classical assumption tests, to ensure that the obtained regression equations were accurate in their estimates, unbiased, and consistent (including tests for normality, heteroscedasticity, and multicollinearity); data analysis using multiple linear regression is employed to examine the relationship between two or more independent variables and one dependent variable (Ghozali & Kusumadewi, 2023), along with hypothesis testing, specifically the t-test, F-test, and coefficient of determination test.

## RESULTS AND DISCUSSION

### RESULTS

#### 1. Validity and Reliability Testing of Research Instruments

Instrument testing plays a crucial role in ensuring that the questionnaire used in the study is truly suitable as a data collection tool. In this study, instrument testing was conducted using 30 respondents as a pilot sample or pre-study sample

##### a. Validity Testing

Validity testing is used to determine whether the questionnaire items are capable of measuring the research variables. An item is considered valid if the calculated  $r >$  table  $r$ , and invalid if the calculated  $r <$  table  $r$ . The test sample in this study consisted of 30 respondents; therefore, the table  $r$  value was obtained from  $df = n - 2 = 30 - 2 = 28$ , resulting in a table  $r$  value of 0.361.

The results of the validity test for the affective commitment variable show calculated  $r$  values  $>$  table  $r$  (0.760; 0.850; 0.811; 0.889; 0.883; 0.883; 0.877; 0.831; 0.775; 0.845; 0.874; and 0.832  $>$  0.361), meaning all instruments are deemed valid

The results of the validity test for the variable “perception of organizational support” show that the calculated  $r$  values are greater than the critical  $r$  values (0.883; 0.742; 0.742; 0.877; 0.837; 0.815; 0.776; 0.806; 0.849; 0.862; 0.877; and 0.877  $>$  0.361), meaning all instruments are deemed valid.

The results of the organizational culture validity test show calculated  $r$  values  $>$  table  $r$  values (0.869; 0.960; 0.931; 0.780; 0.828; 0.818; 0.931; 0.878; 0.910; 0.788; 0.844; and 0.844  $>$  0.361), meaning all instruments are deemed valid.

The results of the Intention to Stay validity test show calculated  $r$  values  $>$  table  $r$  values (0.860; 0.918; 0.873; 0.944; 0.841; 0.862; 0.815; 0.943; 0.824; 0.862; 0.820, and  $0.820 > 0.361$ ), meaning all instruments are deemed valid.

#### b. Reliability Test

The reliability test is used to determine the level of consistency of the research instrument in measuring variables using Cronbach's Alpha, and the instrument is considered reliable if the Cronbach's Alpha value is greater than 0.70 (Ghozali & Kusumadewi, 2023). The results of the reliability test for the variables affective commitment (0.960), Perception of Organizational Support (0.958), organizational culture (0.968), and Intention to Stay (0.968) indicate that all research variables have a Cronbach's Alpha value  $>$  0.7.

## 2. Tests of Classical Assumptions

Tests of classical assumptions include tests of normality, multicollinearity, and heteroscedasticity.

#### a. Test of Normality

The purpose of a normality test is to determine whether the residuals of a regression model follow a normal distribution (Ghozali, 2018). The standardized residuals are normally distributed if  $K_{\text{calculated}} < K_{\text{table}}$  or the significance value  $>$   $\alpha$  (0.05). The results of the normality test for this study can be seen in the following table:

**Table 2. Normality Test**

		Unstandardized Residual
N		40
Normal Parameters <sup>a,b</sup>	Mean	.00000
	Std. Deviation	2.116995
Most Extreme Differences	Absolute	.061
	Positive	.049
	Negative	-.061
Test Statistic		.061
Asymp. Sig. (2-tailed)		.200 <sup>c,d</sup>

Source: Primary data analyzed using SPSS 25

Table 3 above shows the results of the normality test using the Kolmogorov-Smirnov (K-S) method on the study's residual data. Based on the test results, the Asymp. Sig. (2-tailed) value was 0.200, which means that this value  $>$  0.05, meaning that the data in this study follow a normal distribution and the regression model has been met.

#### b. Multicollinearity Test

A multicollinearity test was conducted to determine whether there is an influence between the independent variables in the model, as measured by the correlation coefficient ( $r$ ). This test

can be assessed using the tolerance and variance inflation factor (VIF) values. A regression model is considered free of multicollinearity if the tolerance value is  $> 0.10$  and the VIF value is  $< 10$ . Conversely, if the VIF value exceeds 10, it can be said that there are signs of multicollinearity in the regression model (Ghozali, 2018). The results of the multicollinearity test for this study are shown in the table below:

**Table 3. Results of the Multicollinearity Test**

Model		Collinearity Statistics	
		Tolerance	VIF
1	Perception of Organizational Support	.297	9.307
	Organizational Culture	.213	8.300
	Intention To Stay	.210	8.202

Source: Primary data analyzed using SPSS 25

Table 4 above shows the test results. It is evident that the variables perception of organizational support, organizational culture, and intention to stay all have tolerance values  $> 0.10$  and VIF values  $< 10$ , indicating that there is no multicollinearity in the regression model.

#### c. Heteroscedasticity Test

The heteroscedasticity test is designed to determine whether there is unequal variance among the residuals in a regression model (Ghozali, 2018). In this study, the heteroscedasticity test utilized the Glejser test, which involves regressing all independent variables against the absolute values of their residuals. Heteroscedasticity is indicated by the regression coefficients of each independent variable relative to the absolute values of their residuals. If the probability is greater than the alpha value ( $\text{sig.} > \alpha$ ), it can be confirmed that the model does not exhibit heteroscedasticity, or it is said that heteroscedasticity does not occur if  $t\text{-calculated} < t\text{-table}$ .

**Table 4. Heteroscedasticity Test**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.818	1.214		2.322	.026
	Perception of Organizational Support	-.226	.092	-1.005	-1.441	.067
	Organizational Culture	.337	.139	2.747	1.421	.064
	Intention To Stay	-.165	.153	-1.369	-1.078	.288

a. Dependent Variable: ABS\_Res

Source: Primary data analyzed using SPSS 25

Table 4 above shows that the test results indicate all independent variables have significance values  $> 0.05$ , namely perception of organizational support at 0.067; organizational culture at 0.064; and intention to stay at 0.288. This indicates that there is no evidence of heteroscedasticity in the regression model.

### 3. Multiple Regression Analysis

Multiple linear regression is a statistical technique used to examine the relationship between two or more independent variables and one dependent variable (Ghozali & Kusumadewi, 2023). Multiple linear regression analysis was used to test the effects of perception of organizational support (x1), organizational culture (x2), and intention to stay (x3) on employee affective commitment (y) at CV Media Pratama Solusinet in Tegal City. The results of the data analysis using SPSS multiple regression are as follows:

**Table 5. Multiple Regression Analysis**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-10.872	2.699		-4.028	.000
	Perception of Organizational Support	1.096	.206	.645	5.328	.000
	Organizational Culture	.549	.310	.591	1.773	.085
	Intention To Stay	-.224	.340	-.246	-.658	.515

a. Dependent Variable: Affective Commitment

Source: Primary data analyzed using SPSS 25

Based on table 5 above and the regression coefficients in the table, the following regression equation can be derived:

$$Y = -10.872 + 1.096 X_1 + 0.549 X_2 - 0.224 X_3$$

Based on the multiple linear regression equation above, the following can be explained:

- 1) The constant of -10.872 means that if perception of organizational support ( $X_1$ ), organizational culture ( $X_2$ ), and intention to stay ( $X_3$ ) are all zero, then affective commitment is -10.872.
- 2) The regression coefficient of the perception of organizational support ( $X_1$ ) variable on affective commitment (Y) is positive at 1.096; this means that if the perception of organizational support increases by 1, assuming all other variables remain constant, affective commitment increases by 1.096. In other words, the higher the perception of organizational support, the greater the increase in affective commitment among employees at CV Media Pratama Solusinet in Tegal City.
- 3) The regression coefficient of the organizational culture variable ( $X_2$ ) on affective commitment (Y) is positive at 0.549; this means that if organizational culture increases by 1 while holding all other variables constant, affective commitment increases by 0.549. In other words, the higher the organizational culture, the greater the increase in affective commitment among employees at CV Media Pratama Solusinet in Tegal City.
- 4) The regression coefficient for the variable "intention to stay" ( $X_3$ ) on affective commitment (Y) is negative at -0.224; this means that if the intention to stay increases by 1, assuming all other

variables remain constant, affective commitment decreases by -0.224. In other words, the higher the intention to stay, the lower the affective commitment of employees at CV Media Pratama Solusinet in Tegal City.

#### 4. The hypothesis testing

The hypothesis testing in this study was conducted using the t-test (partial), the F-test (simultaneous), and the coefficient of determination.

##### a. t-test (Partial test)

The t-test is used to test the significance of the relationship between the independent and dependent variables. A variable is considered to have a significant effect if the calculated t-value is greater than the critical t-value. The results of the t-test are shown in the following table:

**Table 6. t-Test (Partial)**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-10.872	2.699		-4.028	.000
	Perception of Organizational Support	1.096	.206	.645	5.328	.000
	Organizational Culture	.549	.310	.591	1.773	.085
	Intention To Stay	-.224	.340	-.246	-.658	.515

a. Dependent Variable: Affective Commitment

Source: Primary data analyzed using SPSS 25

Based on Table 6 above, the results of the t-test can be explained as follows

- a) The test results for the Perception of Organizational Support variable show a positive effect on Affective Commitment with t (5.328 > 2.026) and  $\alpha$  (0.000 ≤ 0.05), meaning H1 is accepted.
- b) The results of the test for the Organizational Culture variable show a negative influence on Affective Commitment, with t (1.773 < 2.026) and  $\alpha$  (0.085 > 0.05), meaning H2 is rejected.
- c) The results of the test for the variable Intention to Stay show a negative effect on Affective Commitment, with t (-0.658 < 2.026) and  $\alpha$  (0.515 > 0.05), meaning H3 is rejected.

##### b. F-Test (Simultaneous Test)

The t-test is used to test the significance of the relationship between the independent and dependent variables (Ghozali, 2018). The basis for decision-making in this test is that if the significance level is < 0.05, then the independent variables have a significant simultaneous effect on the dependent variable, and vice versa. The results of the simultaneous test can be seen in the following table:

**Table 7 Results of the F-Test (Simultaneous)**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	3243.614	3	1081.205	222.693	.000 <sup>b</sup>
Residual	174.785	36	4.855		
Total	3418.399	39			
a. Dependent Variable: Affective Commitment					
b. Predictors: (Constant), Intention To Stay, Perception of Organizational Support, Organizational Culture					

Source: Primary data analyzed using SPSS 25

Based on Table 7 above, the simultaneous test yielded an F (222.693 > 2.664) and a  $\alpha$  (0.000  $\leq$  0.05). This indicates that the variables perception of organizational support, organizational culture, and intention to stay collectively or simultaneously have a significant effect on the affective commitment of employees at CV Media Pratama Solusinet in Tegal City.

#### c. Coefficient of Determination Test

The coefficient of determination ( $R^2$ ) is used to evaluate the regression model. This value corrects for the R-squared, which may provide a biased estimate due to the inclusion of irrelevant variables/ The results of the coefficient of determination test can be seen in the following table:

**Table 8. Coefficient of Determination**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.974 <sup>a</sup>	.949	.945	2.203438
a. Predictors: (Constant), Intention To Stay, Perception of Organizational Support, Organizational Culture				

Source: Primary data analyzed using SPSS 25

Table 8 above shows an Adjusted R-Square value of 0.945, which means that the variables perception of organizational support, organizational culture, and intention to stay account for 94.5% of the variance in affective commitment. Meanwhile, the remaining 5.5% is influenced by other variables outside the scope of this study.

## DISCUSSION

### 1. The Effect of Perceived Organizational Support on Affective Commitment

Our findings indicate that Perceived Organizational Support ( $t = 5.328 > 2.026$ ; sig. = 0.000 < 0.05), so Hypothesis 1 is “accepted.” This indicates that organizational support—which includes attention to employee well-being, recognition of performance, and good working relationships between employees and management—enhances employees’ affective commitment

The results of this study indicate that employees who feel cared for and supported by CV Media Pratama Solusinet in Tegal tend to have a stronger emotional attachment to the company. Employees with strong affective commitment stay because they want to; those with continuance commitment stay out of necessity; and those with normative commitment stay because it is a

duty (Pratiwi et al., 2025). Therefore, Perception of Organizational Support is a critical factor in enhancing employees' affective commitment, so the company must continue to maintain and improve the forms of support provided to employees (Joenanika Azzahroina Albensia & Fitri Wulandari, 2025).

This study aligns with Ardebilpour et al., 2024, in that POS explains the employee-employer relationship from the employee's perspective, which enhances affective commitment and job satisfaction. Affective commitment serves as a determinant of employees' willingness to aligning with organizational goals and the desire to remain in the organization (Ardebilpour et al., 2024). However, this is inconsistent with the study (At Taqi et al., 2025) that examined the influence of the perception of organizational support on employees' affective commitment, which also analyzed the influence of perceived organizational support on affective commitment. Both of these studies share similarities with this study because they both indicate that the organizational support perceived by employees is related to the formation of affective commitment.

## **2. The Effect of Organizational Culture on Affective Commitment**

The findings indicate that organizational culture has a negative but insignificant effect on employees' affective commitment ( $t = 1.773 < 2.026$ ;  $sig. = 0.085 > 0.05$ ), so Hypothesis 2 is "rejected." This indicates that organizational culture—comprising a set of values, norms, beliefs, and customs—does not influence the affective commitment of employees at CV Media Pratama Solusinet in Tegal City.

In other words, although organizational values, work habits, rules, and the work environment can support the development of employees' emotional attachment, they are not the primary factors determining the affective commitment of employees at CV Media Pratama Solusinet in Tegal. This indicates that the organizational culture implemented by the company has a positive relationship with affective commitment, but its influence on employees' affective commitment is low.

This study does not align with Sengkey et al, 2025 which states that organizational culture plays a crucial role in enhancing employee commitment. (Wibawa & Putra, 2018) Organizational culture serves as a unifying force and fosters collective commitment among all organizational members (Wibawa & Putra, 2018). Organizational culture influences affective commitment; employees with high commitment and positive views will do their best for the organization (Setyadi & Tricahyadinata, 2020).

## **3. The Effect of Intention to Stay on Affective Commitment**

The findings indicate that Intention to Stay has a negative effect on Affective Commitment ( $t = -0.658 < 2.026$ ;  $sig. 0.515 > 0.05$ ); therefore, Hypothesis 3 is "rejected." This indicates that

employees' intention to remain with the company does not increase affective commitment at CV Media Pratama Solusinet in Tegal.

The findings of this study suggest that even though employees have a desire to continue working at the company, this does not necessarily mean they have a strong emotional attachment to the organization. This occurs because employees' desire to stay is not solely influenced by factors such as economic needs, limited job options, workplace comfort, or tenure considerations. Therefore, the company needs to pay attention to factors that build employees' emotional attachment, such as organizational support, recognition, good communication, and a positive work atmosphere, so that affective commitment can be strengthened (Blanco-Mesa et al., 2026).

This study aligns with Qian & Balwi (2024), who found that career development influences employees' decisions to stay or leave. Employees who believe there are no future career development opportunities at their company may decide to leave in search of better opportunities (Qian & Balwi, 2024). Employees who possess the ability to Building self-confidence makes employees more likely to pursue external opportunities. Companies need to rethink their compensation systems, and employee benefits should be designed to serve as motivators (Peemaneet et al., 2026). A work environment characterized by high operational demands, a demanding work schedule, and constant emotional pressure has the potential to influence specific outcomes regarding commitment and the search for alternative employment (Blanco-Mesa et al., 2026).

The Influence of Perception of Organizational Support, Organizational Culture, and Intention to Stay on Affective Commitment

The findings indicate that perception of organizational support, organizational culture, and intention to stay simultaneously influence employees' affective commitment ( $F = 222.693 > 2.664$ ; sig. =  $0.000 < 0.05$ ), meaning Hypothesis 4 is "accepted." This indicates that values aligned with organizational goals can enhance employees' perception of organizational support (POS), organizational culture, and their tendency to remain emotionally committed, thereby increasing the affective commitment of employees at CV Media Pratama Solusinet in Tegal City.

This indicates that affective commitment is not formed by a single factor alone but is influenced by a combination of several factors within the organization. However, not all variables exert a significant influence. Perception of organizational support was found to have a positive and significant effect on affective commitment; thus, the higher the organizational support perceived by employees, the stronger their emotional attachment to the company. Meanwhile, organizational culture showed a positive relationship but did not have a significant effect, so its role is not yet strong enough to directly enhance affective commitment.

## CONCLUSION

Perception of Organizational Support is a key factor in enhancing employees' affective commitment. Employees who feel cared for and supported by CV Media Pratama Solusinet in Tegal tend to have a stronger emotional attachment to the company. Employees' affective commitment is not solely influenced by organizational culture; other factors include recognition, relationships with supervisors, workplace comfort, and career expectations. An employee's intention to remain with the company does not necessarily directly increase affective commitment. Although employees may wish to continue working at the company, this does not always mean they have a strong emotional attachment to the organization. This occurs because an employee's desire to stay is influenced not only by a sense of belonging to the company but also by other factors such as economic needs, limited job options, workplace comfort, or considerations regarding tenure and future career prospects.

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