JURNAL PAMATOR

Vol. 18, No. 4, 2025
https://journal.trunojoyo.ac.id/pamator
ISSN: 2654-7856 (Online)
ISSN : 1829 -7935 (Print)

The Effect of Self Efficacy, Work Discipline and Perceived Organizational Support (Pos) on Affective Commitment

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DOI: https://doi.org/10.21107/pamator.v18i4.32889

Manuscript received 15 December 2025, Revised 05 January 2026, Published 14 August 2026

Abstract

This study examines the influence of self-efficacy, work discipline, and perceived organizational support (POS) on affective commitment among employees of PDAM Tirta Handayani, Gunungkidul Regency. As a public water utility, the organization faces complex operational challenges, including sustainable drinking water management, service reliability, and serving a large, diverse customer base. Understanding determinants of affective commitment is crucial, as employees' emotional attachment drives service quality, organizational stability, and long-term performance. The research investigates how self-efficacy, work discipline, and POS individually and collectively shape employees' emotional bonds with the organization. A quantitative approach was employed, collecting primary data from PDAM employees via a Likert-scale questionnaire. Data analysis used SPSS version 26, including validity and reliability tests, classical assumption tests (normality, multicollinearity, heteroscedasticity), and multiple linear regression. Hypothesis testing involved t-tests and F-tests to ensure result robustness. Findings reveal that self-efficacy has no significant effect on affective commitment, indicating personal confidence alone is insufficient in this context. Conversely, work discipline and POS exert strong positive influences. Overall, these variables collectively enhance affective commitment, underscoring the vital role of organizational practices and support systems in public service entities.

Keywords: Self Efficacy, Work Efficiency, Perceived Organizational Support, Affetive Commitment.

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INTRODUCTION

Human resources have the ability to find new opportunities and find innovative solutions to the problems facing the company (Iqbal et al., 2024). Therefore, it is important to develop human resources (HR) for companies so that they can handle the challenges brought by digitalization at this time (Lestari, 2020). PDAM is a government-owned business entity that has business scope in drinking water management and the management of dirty water facilities to improve community welfare which includes social, health and public service aspects. Along with the importance of human resource development, internal factors such as self-efficacy, work discipline and perceived organizational support are key in shaping the affective commitment of employees who play a major role in the success of the organization.

Affective commitment is influenced by work discipline (Ana et al., 2022). Employees who have a high level of self-efficacy will have a high level of professional commitment, while those who have a low level of self-efficacy will have a lower level of professional commitment (Qurbani & Solihin, 2021). Affective commitment is also influenced by work discipline (A. F. Suryawan et al., 2023). There is an affective commitment and work discipline of PDAM Tirta Handayani employees in Gunungkidul Regency which is able to make a motivation for employees to work together, work effectively and efficiently to achieve a company's affective commitment so that it will achieve all the company's expectations.

Affective commitment is also influenced by perceived organizational support (Indra, 2020). As for increasing affective commitment, it can be done by providing organizational support to employees. A good POS is if an organization can understand the characteristics of its employees, provide opportunities to engage directly with colleagues and superiors and provide clear instructions on how to perform their duties (Rinda & Muzakki, 2021). To realize optimal perceived organizational support, companies need to create a conducive work environment and support the overall development of employees.

A work environment that supports personal development and employee well-being is an important factor in creating healthy and effective working conditions (Herlina et al., 2025). When the company provides adequate facilities, training programs, and emotional support, employees will feel valued and motivated to perform at their best (Erfan & Bakri, 2025). In addition, a conducive work atmosphere increases a sense of unity and satisfaction at work, which in turn strengthens employees' emotional attachment to the company. In the long run, this condition not only increases employee loyalty, but also encourages an increase in productivity because employees who feel comfortable and supported are more likely to work more efficiently and creatively (Dwi et al., 2025). Therefore, companies that are able to create a supportive work environment will be better able to adapt to changes and challenges, maintain the quality of human resources, and achieve success in a sustainable manner.

THEORETICAL STUDIES

Self Efficacy

Self efficacy can be defined as the level of a person's ability to function properly under certain conditions (Maimunah, 2020). Self-efficacy is also defined as an individual's belief in his or her own ability to organize and execute the actions necessary to achieve certain outcomes in situations of uncertainty, pressure, and challenge, where people with high self-efficacy tend to set ambitious goals, persevere in the face of obstacles, and recover quickly from failure, while those with low self-efficacy easily give up and avoid difficulties (Mehden et al., 2025).

According to Lunenberg in (Pungky et al., 2021) This concept influences the choice of activities, effort expended, perseverance in facing obstacles, and emotional resilience through four main sources, namely personal mastery experience, vicarious experience, verbal persuasion from the social environment, and supportive physiological-emotional conditions. The main source of appreciation for self-efficacy comes from achievements obtained through a person's personal experience, therefore the concept of self-efficacy is related to the extent to which individuals are able to combine the abilities, potentials, and tendencies that they have

ISSN: 2654-7856 (Online)
ISSN: 1829-7935 (Print)

to take certain actions in dealing with various situations that may arise in the future (Indajang et al., 2024; Pungky et al., 2021).

Work Discipline

Work discipline is a step taken by management to increase the awareness and commitment of members to voluntarily comply with company or organizational regulations as well as applicable social norms (Astri Fauzia et al., 2020). Work discipline is also an attitude, behavior, and deed that is in accordance with written and unwritten regulations. Work discipline is also the attitude, behavior, and implementation of employee awareness to voluntarily comply with organizational regulations, both written and unwritten, applicable social norms, and be able to receive sanctions if violated in order to achieve common goals, where management plays an active role through supervision, rewards, and fair punishment to form an effective and productive work culture (Salsabila et al., 2025).

Work discipline functions are important for a company because if employee discipline is good, it will have an impact on increasing employee productivity at work (I. N. Suryawan & Salsabilla, 2022). Work discipline includes not only self-imposed discipline that arises from the individual's intrinsic motivations, but also command discipline through firm leadership, which overall improves employee performance, teamwork, and organizational adaptation to external challenges (Prastya, 2024).

Perceived Organizational Support (POS)

Perceived organizational support is an act of a company investing in its employees by rewarding their contributions and seeing potential value when they see their relationship with the organization as a reciprocal relationship that must be maintained (I. S. Kurniawan, 2021). Perceived good organizational support if the organization can understand the nature of its employees, give trust to its employees, and provide support to its employees (Rinda & Muzakki, 2021).

Perceived organizational support (POS) refers to employees' perceptions of the extent to which the organization values their contributions, cares about well-being, and provides support through positive resources based on the theory of social exchange, which triggers a mutual obligation to help achieve organizational goals through increased commitment, performance, and resilience to work stress (Caesens & Stinglhamber, 2020). POS is formed from structural factors such as procedural and interpersonal fairness and supervisory support, which overall strengthens organizational identification, employee engagement, and long-term loyalty by creating a deep emotional bond between individuals and organizations (Pramita & Soetjipto, 2025).

Affective Commitment

Affective commitment is psychological in which a person chooses to dedicate themselves and be responsible for the organization and the values that exist in it (Ana et al., 2022). Employee affective commitment can also be interpreted as a situation where an employee has an urge to remain part of the company where they work. Employees have two factors to

influence their affective commitment to the company they work for: the emotional closeness they have to the organization and the emotional involvement they have to identify themselves (Indra, 2020).

Affective commitment is a dimension of organizational commitment that involves the emotional attachment of employees to the organization, where individuals feel happy, engaged, and motivated autonomously to stay afloat due to the fulfillment of basic needs such as autonomy, connectedness, and competence according to the theory of self-determination, thus reflecting a strong desire to maintain membership and exert efforts in the name of organizational goals and values (Prastikawati & Herachwati, 2023). According to Allen and Meyer in (Scott, 2022) The three-component model defines affective commitment as the most powerful one-dimensional construct predicting loyalty versus normative or sustainable commitment, influenced by factors such as distributive, procedural, and interactional fairness that form positive bonds through consistent work experience and need satisfaction.

HYPOTHESIS

The Effect of Self Efficacy on Affective Commitment

An employee's belief that they have the necessary abilities to complete the tasks assigned by the organization is a determining factor for the employee's success. High self-efficacy in individuals can increase confidence in carrying out tasks so that it will indirectly strengthen the affective commitment that employees have to their organization because they are confident that they can contribute (Aryati, 2023). When a person has a high sense of self-efficacy, they tend to be more optimistic and motivated in facing job challenges, therefore the sense of emotional attachment will be deeper (Shayo et al., 2025).

Improving employees' self-abilities can be one of the important strategies for companies to improve performance, loyalty, and constructive work behavior (Tariana et al., 2024). In other words, if employees have self-efficacy, they will be able to create a positive spirit to complete tasks according to the organization's goals. The influence of self-efficacy on affective commitment can be seen from how an individual's belief in one's ability to achieve work goals can create a positive emotional bond, which ultimately encourages loyalty and loyalty to his or her company (R. Fauzan et al., 2023).

H1: Self Efficacy has a significant positive effect on Affective Commitment.

The Effect of Work Discipline on Affective Commitment

The higher the level of work discipline of an employee can be seen from their on-time attendance, effective use of time, responsibility, creativity and work ethic (Lia Hartati & Simaremare, 2020). Thus, the higher the level of work discipline possessed by employees, the higher the employee's affective commitment to the organization where they work (Nurzanna & Purba, 2019). High employee work discipline will certainly make the company easily achieve optimal results which will affect the affective commitment of a company.

Work discipline that is applied consistently in the organizational environment will be able to increase the affective commitment of employees because they feel responsibility and loyalty

to the company's goals (Firdausi & Dania, 2025). When employees show a high level of work discipline, this not only reflects professionalism but also fosters trust and emotional attachment to the organization so that their affective commitment will significantly increase (Riyanti & Rian, 2023). The positive influence of work discipline on affective commitment can be seen from how disciplined employees tend to be more enthusiastic in carrying out their duties, feel valued by the organization, and ultimately develop deep emotional bonds as a form of loyalty to their company (Widyastuti, 2024).

H2: Work Discipline has a significant positive effect on Affective Commitment.

The Effect of Perceived Organizational Support on Affective Commitment

Companies need to consider the mutual relationship and employee well-being, therefore employees will feel that they have to care about the organization. With that, employees' feelings will form affective commitment and attachment to the organization they work for. Employees who are always involved and loyal to their company will be considered to have a high sense of involvement with the company (Azelia Almira Islamey & Ayu Tuty Utami, 2024). Perceived high organizational support can increase employee affective commitment, because when employees feel that the organization cares and provides real support, they tend to feel valued and motivated to build a stronger emotional connection with their company (Rahmawati et al., 2025).

The support felt from the company certainly not only affects the psychological well-being of the employees but also strengthens their sense of attachment and emotional loyalty to the company which has an impact on employee performance (Liana et al., 2025). Perceived effective organizational support plays a key role in increasing employee affective commitment, because a supportive organizational attitude fosters trust and appreciation, makes employees feel strong emotional bonds and they will stay with the company for a long time (Solihin et al., 2025).

H3: Perceived Organizational Support has a significant positive effect on Affective Commitment.

The Effect of Self Efficacy, Work Discipline, and Perceived Organizational Support on Affective Commitment

The influence of self-efficacy, work discipline, and perceived organizational support on affective commitment shows complex interactions that strengthen an individual's emotional attachment to the organization. Self-efficacy, as a person's belief in his or her ability to perform tasks, increases self-confidence that encourages active involvement in work (Yang & Zhou, 2022). Work discipline acts as a self-regulatory mechanism that ensures consistency and perseverance in achieving organizational goals, while perceived organizational support implies the psychological support received from the organization, which reinforces employee appreciation and loyalty (Li et al., 2022).

The synergy of these three variables creates a solid psychological foundation for affective commitment, where individuals feel emotionally connected and responsible to the organization. With high self-efficacy, employees are able to face challenges with optimism, accompanied by

discipline that directs productive work behavior (M. Fauzan, 2023). Perceived organizational support strengthens intrinsic motivation and a sense of recognition, thereby building an affective commitment that is resistant to stress and changes in the work environment (Septiyasa & Zona, 2025). This scientific approach emphasizes the importance of integrating cognitive, behavioral, and social aspects in forming deep and sustained loyalty.

H4: Self Efficacy, Work Discipline, and Perceived Organizational Support have a significant positive effect on Affective Commitment.

RESEARCH METHODOLOGY

This study analyzes the influence of self efficacy, work discipline, and perceived organizational support on affective commitment in employees of PDAM Tirta Handayani, Gunungkidul Regency. The subject of the study was an employee of PDAM Tirta Handayani Gunungkidul, with a sample of 45 respondents. Data was collected through a questionnaire directly using a five-point likert scale and processed with the SPSS version 26 application to test the variables of self efficacy, work discipline, and perceived organizational support with affective commitment, validity test, reliability test, data quality test, hypothesis test.

RESULTS

Validity Test

The validity test was carried out to find out the extent to which the questionnaire items measured the variables in question. The following is a table of validity tests:

Table 1. Validity Test

Variable	Pearson Correlation	r-table	Sig	Remarks
Self Efficacy				
Item 1.1	0,734	0.294	0,000	Valid
Item 1.2	0,712	0.294	0,000	Valid
Item 1.3	0,710	0.294	0,000	Valid
Item 1.4	0,653	0.294	0,000	Valid
Work Discipline				
Item 2.1	0,733	0.294	0,000	Valid
Item 2.2	0,782	0.294	0,000	Valid
Item 2.3	0,803	0.294	0,000	Valid
Item 2.4	0,668	0.294	0,000	Valid
Perceived Organizational Support				
Item 3.1	0,792	0.294	0,000	Valid
Item 3.2	0,798	0.294	0,000	Valid
Item 3.3	0,783	0.294	0,000	Valid
Item 3.4	0,866	0.294	0,000	Valid
Item 3.5	0,830	0.294	0,000	Valid
Affective Commitment				
Item 4.1	0,813	0.294	0,000	Valid
Item 4.2	0,787	0.294	0,000	Valid
Item 4.3	0,693	0.294	0,000	Valid
Item 4.4	0,730	0.294	0,000	Valid
Item 4.5	0,693	0.294	0,000	Valid

Based on Table 1. above, all questionnaire items are declared valid, because it has been proven with a person correlation value that is greater than the r-table and the significance value is less than alpha, which is 0.05.

Reliability Test

The reliability test aims to measure the internal consistency of the questionnaire instrument. The following is a table of reliability tests:

Table 2. Reliability Tests

Variable	Cronbach's Alpha	Critical Values	Remarks
Self Efficacy	0,646	0,600	Reliable
Work discipline	0,737	0,600	Reliable
Perceived Organizational Support	0,871	0,600	Reliable
Affective Commitment	0,797	0,600	Reliable

It can be seen in Table 2 that it can be concluded that all variables are said to be reliable. This is shown by Cronbach's Alpha > value of 0.600, namely the variable self efficacy 0.646, work discipline 0.737, perceived organizational support 0.871 and affective commitment 0.797.

Normality test

Residual normality tests are performed to ensure that the data is distributed normally, which is one of the important assumptions in statistical analysis. The following is shown the normality test:

Table 3. Normality Tests

		Unstandardized Residual
N		45
Normal Parameters[a,b]	Red	.0000000
	Std. Deviation	1.65372707
Most Extreme Differences	Absolute	.101
	Positive	.073
	Negative	-.101
Test Statistic		.101
Asymp. Sig. (2-tailed)		.200[c,d]

Based on Table 3, the value of Asymp can be understood. Sig (2-failed) of the amount (0.050) > 0.200, this indicates that the data is distributed normally.

Multicollinearity Test

The multicollinearity test was performed to find out whether there is a high correlation between free variables in the regression model. The following is shown the multicollinearity test:

Table 4. Multicollinearity Test

	Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
	B	Std. Error	Beta	t	Sig.	Tolerance	VIVID
(Constant)	**4.125**	**3.255**		**1.267**	**.212**		
Self Efficacy	-.090	.154	-.071	-.588	.560	.836	1.196
Work Discipline	.471	.179	.325	2.628	.012	.802	1.247
Perceived Organizational Support	.467	.110	.536	4.245	.000	.769	1.300

Table 4. shows that the VIF number of the self-efficacy variable is 1,196, then work discipline is 1,247, and perceived organizational support is 1,300. Then the TOL value of the self-efficacy variable was 0.836, work discipline was 0.802 and perceived organizational support was 0.769. Therefore, the VIF number < 10 and the TOL number > 0.10, it can be concluded that there are no symptoms of multicollinearity in the above variable.

Heterokedasiticity Test

The heteroscedasticity test aims to check whether the residual variance of the regression model is constant. The following is shown the heterokedacitycity test:

Table 5. Heterokedacitycity Test

	Unstandardized Coefficients		Standardized Coefficients		
Models	**B**	**Std. Error**	**Beta**	**t**	**Sig.**
(Constant)	-1.073	2.029		-.529	.600
Self Efficacy	.032	.096	.055	.333	.741
Work Discipline	.178	.112	.269	1.596	.118
Perceived Organizational Support	-.067	.069	-.168	-.976	.335

Based on Table 5., it can be understood that the significance of the self-efficacy variable is 0.741, then the work discipline variable is 0.118, and the perceived organizational support variable is 0.335. Therefore, it can be concluded that the significance value of each independent variable > 0.05, which means that there are no symptoms of heterokedasiticity.

Multiple Linear Regression Test

Multiple linear regression tests were conducted to determine the influence of independent variables, namely Self Efficacy, Work Discipline, and Perceived Organizational Support on the dependent variables of Affective Commitment. The following is shown the Multiple Linear Regression Test:

Table 6. Multiple Linear Regression Test

Models	Unstandardized Coefficients		Standardized Coefficients		
	B	**Std. Error**	**Beta**	**t**	**Sig.**
(Constant)	4.125	3.255		1.267	.212
Self Efficacy	-.090	.154	-.071	-.588	.560
Work Discipline	.471	.179	.325	2.628	.012
Perceived Organizational Support	.467	.110	.536	4.245	.000

a. Dependent Variable: Affective Commitment

Based on Table 6., it can be interpreted that the regression results show that self-efficacy does not have a significant effect on affective commitment because the significance value is greater than 0.05, while work discipline and perceived organizational support have a positive and significant effect on affective commitment, which means that the higher the work discipline and perceived organizational support felt by employees, the higher the affective commitment.

Partial Test (t)

A partial test was carried out to determine the influence of each independent variable on the individual dependent variable. The following is shown the Partial Test:

Table 7. Partial Test (t)

Models	Unstandardized Coefficients		Standardized Coefficients		
	B	**Std. Error**	**Beta**	**t**	**Sig.**
(Constant)	4.125	3.255		1.267	.212
Self Efficacy	-.090	.154	-.071	-.588	.560
Work Discipline	.471	.179	.325	2.628	.012
Perceived Organizational Support	.467	.110	.536	4.245	.000

a. Dependent Variable: Affective Commitment

It can be seen in Table 7. that individual self efficacy does not have a significant effect on affective commitment because the significance value of 0.560 is greater than 0.05, while work discipline and perceived organizational support have a positive and significant effect with significance values of 0.012 and 0.000 which are less than 0.05, respectively, so it can be concluded that the increase in work discipline and perceived organizational support felt by employees will be This was followed by an increase in affective commitment, while variation in self-efficacy did not contribute significantly to changes in affective commitment in this model.

Test F

The F test is used to determine the co-effect of independent variables on dependent variables. The following is shown the F test:

Table 8. F Test

Models	Sum of Squares	df	Mean Square	F	Sig.
Regression	119.313	3	39.771	13.551	.000b
Residual	120.332	41	2.935		
Total	239.644	44			

a. Dependent Variable: Affective Commitment

b. Predictors: (Constant), Perceived Organizational Support, Self Efficacy, Work Discipline

According to Table 8. it can be understood that the value of F calculated 13,551 > F of table 2.60 and the significance value is 0.000 < 0.050, this means that the variables of self efficacy (X1), work discipline (X2), and perceived organizational support simultaneously have a significant influence on affective commitment.

Coefficient of Determination Test (R^2)

The determination coefficient test is used to find out how much independent variables together are able to explain the variation of the dependent variable. The following is shown the Determination Coefficient Test:

Table 9. Determination Coefficient Test

Models	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.706a	.498	.461	1.713

a. Predictors: (Constant), Perceived Organizational Support, Self Efficacy, Work Discipline

Based on Table 9., it is known that the value of the determination coefficient (R^2) of 0.498 can mean that the variables of self efficacy (X1), work discipline (X2), and perceived organizational support (X3) are able to affect Affective Commitment by 49.8% explained by variables or other factors that were not studied in this study.

DISCUSSION

The Effect of Self Efficacy on Affective Commitment

The results of the study show that self-efficacy does not have a significant direct effect on affective commitment. These results do not support the research (Ana et al., 2022) which concludes that there is a positive attachment between the variables of self efficacy and affective commitment. Strong self-efficacy allows employees to face various obstacles and pressures in the work environment with a calmer and more confident attitude, thus fostering a deeper sense of loyalty and emotional attachment to the organization as they feel their abilities are appreciated and have a positive impact on mutual success (Putu et al., 2025).

When individuals believe that their abilities are consistently developing and able to overcome various job challenges, this not only increases their productivity, but also triggers the growth of a close emotional bond with their company, which further strengthens affective commitment as a form of long-term devotion and loyalty (Arfan et al., 2024). Self efficacy is expected to increase affective commitment in employees as much as possible, namely by appreciating oneself for an achievement, learning from failures and learning from the successes of others (Findik & Arslan, 2025).

The Effect of Work Discipline on Affective Commitment

The results of the study show that work discipline has a positive and significant effect on affective commitment. The results of this study are in line with the research conducted by (A. F. Suryawan et al., 2023) Their findings state that work discipline has a positive and significant influence on affective commitment. Strong work discipline in employees plays an important role in forming a sense of responsibility and seriousness in completing tasks, which in turn fosters a deep emotional bond, thus increasing the pinnacle of long-term loyalty with the company (S. Lestari et al., 2025).

Research conducted by (Nurzanna & Purba, 2019) stating that the higher the level of work discipline possessed by employees, the higher the affective commitment of employees. The influence of work discipline on the affective commitment of employees can also be seen from how the discipline shown not only increases productivity, but also creates a sense of pride and attachment to the organization, which ultimately strengthens loyalty and motivation to contribute optimally (Lidia et al., 2025).

The Effect of Perceived Organizational Support on Affective Commitment

The results of the study show that perceived organizational support has a positive and significant effect on affective commitment. The results of this study are in line with the results of research conducted by (Indra, 2020) which states that perceived organizational support has a positive and significant effect on affective commitment. When employees feel they receive genuine support and attention from the organization, it builds a deep sense of trust and appreciation, so they are more motivated to show strong affective commitment in return for the attention (Setyawan & Utomo, 2024)

Research conducted by (Azelia Almira Islamey & Ayu Tuty Utami, 2024) stating that by increasing their emotional attachment to the organization, employees who are highly affectively committed will show reciprocity with their concern for the company. Real support from the company will have a significant impact in increasing affective commitment, especially encouraging employees to contribute optimally to the success of their organization (M. R. Kurniawan et al., n.d.).

The results of the study show that self-efficacy, work discipline, and perceived organizational support together have a positive impact on affective commitment. These results show that the combination of these three factors is very important to increase employees' emotional commitment to the organization. In other words, employees who are confident in their abilities, highly disciplined, and feel supported by the company will be more motivated to be loyal and emotionally involved in their work (Rafida et al., 2022).

The combined influence of self-efficacy that provides confidence in one's abilities, work discipline, which ensures perseverance and consistency in carrying out tasks, and perceived organizational support that brings a sense of appreciation from the organization, together strengthens the emotional bond of employees that form a high affective commitment to the company (Candana et al., 2022). The synergy between self-efficacy as a cognitive aspect, work discipline as a consistent behavior, and perceived organizational support as social support, triggers the growth of affective commitments that are resilient to pressure and change (Rustanti & Jufri, 2025).

CONCLUSION

Based on the results of the data and discussion, there is no partial effect of self-efficacy with affective commitment. Meanwhile, work discipline has a positive effect on affective commitment and there is an influence between perceived organizational support and affective commitment. Simultaneously, self-efficacy, work discipline, and perceived organizational support affect affective commitment. The variables of work discipline and perceived organizational support have a significant effect on affective commitment in employees of PDAM Tirta Handayani, Gunungkidul Regency. Therefore, the HR department of PDAM Tirta Handayani is advised to strengthen the application of work discipline through consistent supervision and the provision of sanctions and fair awards for employees who have shown good discipline. In addition, it is necessary to increase perceived organizational support by paying more active attention to the welfare, needs, and complaints of employees and by strengthening the application of work discipline and perceived organizational support will increase affective commitment to employees.

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