

The Influence of Perceived Organizational Support on Affective Commitment Mediated by Organizational Trust in F&B Employees

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ABSTRACT

The high employee turnover rate in the food and beverage (F&B) industry highlights the importance of strengthening employees' affective commitment to support organizational sustainability. This study aimed to examine the effect of perceived organizational support on affective commitment, with organizational trust serving as a mediating variable among employees of an F&B company. A quantitative survey research design was employed involving 83 employees selected through simple random sampling. Data were collected using Likert-scale questionnaires and analyzed using mediation analysis the bootstrapping method. The results revealed that perceived organizational support had a positive and significant effect on both affective commitment and organizational trust. Organizational trust also positively influenced affective commitment and partially mediated the relationship between perceived organizational support and affective commitment. These findings suggest that employees who perceive greater organizational support tend to develop stronger trust in their organization, which subsequently enhances their emotional attachment to the organization. Therefore, strengthening organizational support and fostering organizational trust are essential strategies for improving affective commitment and promoting employee retention in the F&B industry.

INTRODUCTION

An organization's success in facing business competition is determined not only by technological excellence and corporate strategy, but also by the quality of its human resources. Employees are strategic assets that play a role in maintaining the organization's sustainability through their contribution, productivity, and loyalty to the company. Therefore, organizations need to build working relationships that can foster employees' emotional attachment to the organization. One form of this attachment is affective commitment, a commitment based on emotional bonds, self-identification, and individual involvement with the organization, so that employees remain because they truly want to be part of the

organization, not because of coercion or obligation (Allen & Meyer, 1990). Compared to other dimensions of organizational commitment, affective commitment is considered to be the most capable of representing the true meaning of commitment because it is based on a sincere emotional attachment to the organization (Mercurio, 2015).

Affective commitment has important implications for organizations. Employees with high affective commitment tend to demonstrate job satisfaction, organizational citizenship behavior (OCB), work involvement, and a lower desire to leave the organization (Meyer et al., 2002; Stanley et al., 2013). Conversely, low affective commitment is associated with increased turnover, absenteeism, burnout, and decreased organizational performance. This condition presents a challenge facing various organizations today, including those in the food and beverage (F&B) sector, which is known for its demanding work, long hours, high emotional burdens, and relatively high employee turnover rates.

Various studies show that the F&B sector is one of the industries with the highest turnover rate compared to other sectors (Jang & Kandampully, 2017; Park & Min, 2020). High turnover not only increases recruitment and training costs but also disrupts the stability of organizational operations and the quality of service to customers. This phenomenon is increasingly important considering that the F&B industry is one of the strategic sectors that continues to grow in Indonesia. Data from the Central Statistics Agency shows that the number of F&B businesses continues to increase and is able to absorb millions of workers, making the sustainability of human resources in this sector a crucial concern for organizations and the government. Therefore, efforts to increase employee affective commitment are one of the strategies needed to retain the workforce and improve organizational effectiveness.

This phenomenon was also found in the F&B company used as the research location. Based on preliminary interviews with employees and human resources, it was discovered that the company still faces high turnover, resulting in recruitment processes being conducted almost monthly to replace resigned employees. Furthermore, several employees expressed that recognition for their contributions remains suboptimal, such as the lack of overtime compensation or a reward program for high-performing employees. This situation indicates that some employees do not yet feel optimal organizational support, potentially reducing their emotional attachment to the company.

One factor that has consistently been shown to influence affective commitment is perceived organizational support (POS). According to Eisenberger et al., (1986), perceived organizational support is the employee's belief that the organization values their contributions and cares about their well-being. Based on the perspective of Social Exchange Theory from Blue (1964) The relationship between organizations and employees is reciprocal. When organizations provide attention, appreciation, and support to employees, employees will reciprocate through positive behaviors such as loyalty, improved performance, and commitment to the organization. Meta-analysis Rhoades and Eisenberger (2002) Studies have shown that perceived organizational support is one of the strongest predictors of affective

commitment. Recent studies have also found that the higher the perceived organizational support employees feel, the higher their emotional attachment to the organization (Choi et al., 2022; Silva et al., 2022).

However, the relationship between perceived organizational support and affective commitment is not always straightforward. Organizational support must first be translated into a belief that the organization is truly trustworthy before it can develop into a strong emotional attachment. In this context, organizational trust is seen as a psychological mechanism that explains how perceived organizational support develops into affective commitment. Organizational trust is defined as an individual's willingness to place trust in an organization based on the belief that the organization will act consistently, fairly, and according to expectations (Nyhan & Marlowe, 1997)

Theoretically, an organization that consistently provides support will increase employee trust in the organization. When an organization shows concern for employee well-being, rewards their contributions, and implements fair policies, employees will perceive the organization as trustworthy. This trust then forms a stronger emotional attachment, thereby increasing affective commitment. Thus, organizational trust is an important mechanism bridging the relationship between perceived organizational support and affective commitment.

However, research results regarding the role of organizational trust as a mediator still show inconsistencies. Chen et al. (2005) found that organizational trust fully mediates the relationship between perceived organizational support and affective commitment. Conversely, Elamin (2024) shows that organizational trust only acts as a partial mediator. On the other hand, Liang et al. (2023) reported that organizational trust was unable to mediate the relationship. These differing findings indicate a continuing research gap regarding the psychological mechanisms linking perceived organizational support to affective commitment, particularly in the F&B sector, which has different work environment characteristics than other sectors such as education or healthcare.

In addition to the conceptual research gap, relatively few studies have simultaneously examined these three variables in the Indonesian F&B industry. Yet, the nature of work in the hospitality sector requires organizations to build working relationships based on mutual trust and organizational support to foster strong emotional commitment among employees. Therefore, research in the F&B industry context is crucial to expand empirical evidence on the psychological factors that contribute to the formation of affective commitment.

Based on the above description, this study aims to analyze the influence of perceived organizational support on affective commitment with organizational trust as a mediating variable in F&B industry employees. This study is expected to contribute to the development of industrial and organizational psychology literature, particularly regarding the mechanism of the relationship between perceived organizational support, organizational trust, and affective commitment. In addition, the results of this study are expected to provide a basis for organizations in designing policies that can increase organizational support and build

employee trust so as to create stronger emotional attachments, reduce turnover, and improve organizational sustainability.

RESEARCH METHODS

This study used a quantitative approach with a survey design to examine the effect of perceived organizational support on affective commitment, with organizational trust as a mediating variable, among employees in the food and beverage (F&B) sector. The study was conducted at an F&B company in Palembang City. The quantitative approach was chosen because it can objectively test the relationship between variables through statistical analysis. The research respondents were active employees working at a F&B company with the criteria of having worked for at least six months, thus having sufficient experience in perceiving organizational support, building trust in the organization, and developing emotional attachment to the company. Respondent selection used a total sampling technique (census), so that every member of the population had an equal opportunity to be included in the research sample. The entire population of this study can be used as a sample because it used a census sampling technique or total sampling.

The research instrument was a questionnaire compiled using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The affective commitment variable was measured using indicators of emotional attachment, identification, and involvement adapted from Allen and Meyer (1990) which has been developed by Efthymiopoulos and Goula (2024). The perceived organizational support variable is measured based on two dimensions, namely appreciation for employee contributions and organizational concern for employee welfare, which is adapted from Bardhoshi et al. (2022) which was developed from Rhoades and Eisenberger (2002). Meanwhile, the organizational trust variable is measured using the dimensions of trust in supervisor and trust in organization which are adapted from the scale Harenstam et al. (2024) which was developed from Nyhan and Marlowe (1997). All instruments underwent content validation by experts, as well as construct validity and reliability tests before being used for data collection.

Data collection was conducted through direct distribution of questionnaires and online use of Google Forms to respondents who met the research criteria. Before completing the questionnaire, respondents received an explanation of the research objectives, data confidentiality, and the right to participate voluntarily (informed consent). All data collected was guaranteed confidentiality and used solely for academic purposes. Data analysis was conducted in stages using Jamovi software version 2.6. The initial stage included descriptive analysis to describe respondent characteristics and the distribution of scores for each research variable. Next, instrument quality was tested through validity and reliability tests, as well as assumption tests covering normality, linearity, and multicollinearity. Hypothesis testing was conducted using mediation analysis to examine the direct, indirect, and total effects of perceived organizational support on affective commitment through organizational trust. The

significance of the mediation effect was determined using a bootstrapping method with 5,000 samples with a 95% confidence interval. The mediation effect was declared significant if the bootstrap confidence interval range did not exceed zero.

RESULTS AND DISCUSSION

This study involved 83 employees at a food and beverage (F&B) company in Palembang. Data analysis began with descriptive statistics to describe the characteristics of each variable, followed by assumption testing, regression testing, hypothesis testing, and mediation analysis. A summary of the results of the descriptive statistical analysis is presented in Table 1.

Table 1. Descriptive Statistics of Research Variables

Variables	N	Hypothetical Data				Empirical Data			
		Min	Max	Mean	Elementary School	Min	Max	Mean	Elementary School
<i>Affective Commitment</i>	83	8	40	24	5.33	15	40	29.3	4.9
<i>Perceived organizational support</i>	83	8	40	24	5.33	11	40	26.8	5.51
<i>Organizational Trust</i>	83	8	56	32	8.00	18	56	42.2	7.81

Descriptive analysis shows that all research variables have higher empirical mean values than the hypothetical mean, indicating that respondents tend to have high levels of affective commitment, perceived organizational support, and organizational trust. Specifically, the organizational trust variable has the highest empirical mean ($M = 42.2$; $SD = 7.81$), followed by affective commitment ($M = 29.3$; $SD = 4.90$), and perceived organizational support ($M = 26.8$; $SD = 5.51$).

Before hypothesis testing was conducted, the data met all regression analysis assumptions. The normality test yielded a Kolmogorov–Smirnov value of 0.0796 with $p = 0.640$, indicating a normal distribution of the residuals. The multicollinearity test showed a tolerance value of 0.653 and a VIF of 1.53, indicating no signs of multicollinearity. Furthermore, the Breusch–Pagan test obtained $p = 0.069$ (>0.05), indicating no heteroscedasticity. Thus, the data is suitable for hypothesis testing.

Table 2. Results of Regression Analysis

Intervariable Influence	Estimate	SE	t	p
<i>Perceived organizational support</i> → Affective Commitment	0.519	0.0801	6.48	< .001
<i>Perceived organizational support</i> → Organizational Trust	0.835	0.127	6.57	< .001
<i>Organizational trust</i> → Affective Commitment	0.366	0.056	6.48	< .001

The results of the regression analysis show that perceived organizational support has a positive effect on affective commitment ($\beta = 0.519$; $p < 0.001$; $R^2 = 0.342$), perceived organizational support has a positive effect on organizational trust ($\beta = 0.835$; $p < 0.001$; $R^2 = 0.347$), and organizational trust has a positive effect on affective commitment ($\beta = 0.366$; $p < 0.001$; $R^2 = 0.341$). All research hypotheses are accepted.

Table 3. Mediation Test Results

Effect	Estimate	SE	Lower	Upper	p	Mediation Percentage
Indirect Effect	0.192	0.0377	0.039	0.377	< .001	37.0%
Direct Effect	0.916	0.123	0.145	0.500	< .001	63.0%
Total Effect	1,765	0.096	0.079	0.337	< .001	100%

The results of the mediation analysis show that organizational trust significantly mediates the relationship between perceived organizational support and affective commitment. The indirect effect has a coefficient of 0.192 (95% CI = 0.0399–0.377; $p = 0.002$), while the direct effect remains significant after the mediator is entered into the model ($\beta = 0.327$; $p < 0.001$). The total influence of perceived organizational support on affective commitment was 0.519 ($p < 0.001$). The mediation effect reached 37%, while the direct effect was 63%, so organizational trust acted as a partial mediator.

This study demonstrates that organizational trust acts as a partial mediator in the relationship between perceived organizational support and affective commitment. These findings suggest that perceived organizational support can enhance employees' emotional attachment to the organization, both directly and through increased trust in the organization. In other words, the greater the organization's attention to employee well-being and appreciation for employee contributions, the higher the employees' trust and affective commitment.

These findings are in line with the Social Exchange Theory of Blue (1964) which explains that the relationship between an organization and its employees is based on the principle of reciprocity. When an organization shows concern and provides support to employees, employees will reciprocate through positive attitudes such as loyalty, a sense of belonging, and emotional attachment to the organization. Therefore, perceived organizational support becomes a psychological resource that fosters affective commitment.

The role of organizational trust as a partial mediator indicates that trust is not the sole mechanism explaining the relationship between perceived organizational support and affective commitment. Most of the influence of perceived organizational support (63%) occurs directly, while the remainder (37%) is channeled through organizational trust. These results support research Elamin (2024) which also found partial mediation of organizational trust. This condition indicates that organizational support can directly meet employees' socioemotional needs, thereby increasing affective commitment, although the process of building trust in the organization requires more consistent and ongoing work experience.

The research also shows that perceived organizational support has a positive effect on organizational trust. This finding demonstrates that organizational attention to employee well-being, appreciation for contributions, and fair policies are the foundation for building employee trust in the organization. When employees feel the organization cares about their interests, they will view the organization as trustworthy, leading to more positive work relationships. This finding supports research Deconinck (2010), Shukla and Rai (2015), as well as Theodorus et al., (2021) which states that perceived organizational support is one of the main predictors of organizational trust.

Furthermore, organizational trust has been shown to have a positive effect on affective commitment. Employees who trust their organization tend to feel secure, confident in the organization's integrity, and demonstrate greater loyalty. This trust develops into an emotional attachment that drives employees' desire to remain part of the organization. These findings are consistent with research Alomran et al. (2024), Chen et al. (2025), and Zhang and Gao (2025) which shows that organizational trust is an important predictor of affective commitment. Practically, the results of this study imply that F&B companies need to improve perceived organizational support through recognition of employee contributions, constructive feedback, fair policies, and employee welfare programs. These efforts not only increase perceptions of organizational support but also build organizational trust, ultimately strengthening affective commitment and helping reduce employee turnover rates.

CONCLUSION AND SUGGESTIONS

This study shows that perceived organizational support has a positive and significant effect on affective commitment among employees in food and beverage (F&B) companies. Furthermore, perceived organizational support has also been shown to have a positive effect on organizational trust, while organizational trust has a positive effect on affective

commitment. The results of the mediation analysis indicate that organizational trust acts as a partial mediator in the relationship between perceived organizational support and affective commitment. This finding indicates that the higher the employee's perception of organizational support, the higher the level of trust in the organization, which ultimately strengthens the employee's emotional attachment to the organization. However, perceived organizational support still has a greater direct effect on affective commitment than the indirect effect through organizational trust. Therefore, increasing affective commitment among employees in the F&B sector can be achieved by providing consistent organizational support while building employee trust in the organization. Based on these results, companies are advised to increase organizational support through fair rewards, welfare programs, open communication, and the implementation of consistent and transparent policies to strengthen employee trust and affective commitment. Furthermore, further research is recommended involving a broader sample from various industrial sectors and examining other variables, such as transformational leadership, organizational justice, job satisfaction, or employee engagement, to obtain a more comprehensive understanding of the factors influencing affective commitment.

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