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Technology -Based Support in Organizations and the Impact on Affective Commitment

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Abstract
Pandemic covid-19 has increased organizational management's dependence on technology and online support to ensure the organizations' sustainability and execution of operation. This study tested the extent to which support from supervisors and colleagues in adapting technology can increase employee affective commitment to the organization. Data were collected using purposive sampling technique by distributing 250 questionnaires to respondents working in government institution in Malaysia. Smart-PLS software was used to analyze the measurement and structural of the model. The results of the study showed that supervisor support and peer support had a positive relationship with affective commitment in organization. The commitment from the employee able to drive the organization in achieving its vision and objective.
Keywords: Support, Affective Commitment, Smart-PLS

Introduction
In the current era of globalization, there is several ways organization should care and maintaining the welfare of employees to prevents increased turnover intentions among employees and increases employee commitment to the organization especially support from organization (Eisenberger et al. 2008). Organizations nowadays need to spend huge funds on training employees in order to increase their skills and knowledge (Jehanzeb & Bashir, 2013). Thus, it is important for the organization to ensure that every trained employee is committed to the task and the organization through providing enough support to the employees (Colakoglu et al., 2010; Uzun, 2018).

The use of technology and online support began to increase after the world was hit by the Covid-19 pandemic (Ting *et al*., 2020). To prevent and stop the chain of Covid-19, most

countries have issued instructions to work from home, including Malaysia with the issuance of the Movement Restrict Order (Daniel, 2020). The implementation of work from home is carried out in ensuring that social incarceration and epidemic prevention are emphasized to all communities, the Malaysian government must also ensure that economic activities run as usual to maintain stabil the economic. (Daniel, 2020). Work from home defined as working from home or other location provided by the organization (Reshma *et al.*, 2015; Raisiene *et al.*, 2020). In other word, work from home enabling employees fulfill their work obligations under any circumstances.

Industrial Revolution 4.0 (IR 4.0) which is technological transformation help and guide the organizations to continue its operation with the use of technological equipment and software in launching and facilitating human resource management operations (Rabeh Morrar *et al.*, 2017). IR 4.0 concept is the structuring between humans, objects and systems in real time (Bayraktar & Atac, 2018). The management of organization mostly uses the concept of the internet as an object of management and virtual reality. The internet is a very important communication intermediary object in facilitating our daily lives (Bayraktar & Atac, 2018). In addition, the key feature for IR 4.0 is virtual reality that is live, direct and indirect imaginary enriched by computer to generated sound, image, graphics (Bayraktar & Atac, 2018). Most of the communications, meetings, conferences and operations with the concept of internet and virtual reality are conducted using Zoom software, WhatsApp, Microsoft team and Google Meet due to Covid-19 (Mobo & Abdul Rahmat, 2021). The internet user statistics released by the Malaysian Communications and Multimedia Commission (MCMC, 2020) Department of Behavior and Statistics shows that 88.7% of the population are internet users and the smartphone is the most popular device with a saturation usage level of 98.7 % in 2020.

Supervisor and colleague support is an element of management support or perceptions of organizational support (Eisenberger, 2002; Ahmed *et al.*, 2011). Perceived organizational support defined as a perception of employees towards the organization on how much the organization care and acknowledge their contribution (Eisenberger *et al.*, 1986; Kurtosis *et al.*, 2015; Ahmad *et al.*, 2021). The readiness of the supervisor and colleague to share knowledge, cooperate in job execution as a team, good communication and relationship will create a comfortable and effective working environment which increase employee performance and positive behavior (Ahmad et al., 2021; Ogbodoakum et al., 2020). A review of the literature from previous studies related to perceived organizational support shows that the effectiveness of support practices in the organization will benefit the organization, namely employee performance, organizational commitment and positive employee behavior (Kurtosis *et al.*, 2015; Colakoglu *et al.*, 2010; Putri *et al.*, 2018; La Husen *et al.*, 2019). Roochmi & Hidayat (2018), Tajuddin *et al.* (2019) and Colakoglu *et al.* (2010) states that affective commitment is defined as the emotional attachment, and involvement that employees have for their organization.

The importance of technology and the increase in internet users shows that organizations must take proactive steps by providing internet networks, technology equipment and technology such as a computer, tablets, mobile devices to employees to ensure that each employee is able to compete with current technological developments in ensuring employee commitment to work as well as technological training to the employees to adopt digital tools

and to ensure that the organization can operate smoothly (Wayne *et al.*, 2016; Pfano & Beharry, 2016).

The practices of support behavior among employees in an organization is important in ensuring the organization can function smoothly to achieve the organization objectives (Ida Rosnita et al., 2018). Past studies shows that supervisor support and colleagues support can increase employee affective commitment. Study from Juraifa & Mafuzah (2013) stated that supportive practices will provide a strong association between employees and the organization in which employees will influence employee behavior including commitment. This study is supported by (Kaur & Aneet, 2017) and (Andini & Parahyanti, 2019) who explain that organizations that take care of the welfare and well -being of employees by providing effective support to employees can increase employee affective commitment. A study from Ahmad *et al.* (2019) explains in detail about supervisor and co-worker who have a good relationship will increase the obligation and commitment towards organization as they trust and help each other. Supervisor can enhance the support practices among employee by adopting knowledge sharing, opportunities to give opinion and care about employee well-being (Rabbani *et al.*, 2017; Ahmad *et al.*, 2021)

IR 4.0 ensure the sustainability of the organization in a global world by using advances technology which allows faster data interpretation and accurate procedure (Sima *et al.*, 2020). IR 4.0 can benefit the organization in many ways such as productivities, increase the profitability, and increase the organization's competitiveness and sustainability in global industry (Morrar *et al.*, 2017; Yahaya *et al.*, 2018; Sima *et al.*, 2020). Hence, from the above explanation, by giving an employee's adequate cohesive support such as providing a modern and digital tool can help employee to fulfill the duties when they can receive a clear job instruction, can communicate regularly with their supervisor and co-worker and receive fast feedback amid pandemic of Covid-19 situation. These modern and digital tools can help employees to stay focus and increase the sense of attachment and emotion to work towards the organization by giving full commitment to the tasks even though employee work from home and lack of supervision from leaders. This situation may lead to increase organization performance (Ibrahim *et al.*, 2020)

The objective of this study was to measure the relationship between supervisor support and affective commitment and to measure the relationship between peer support and affective commitment.

Organizational Support Theory
This study is in line with organizational support theory (Eisenberger, 1986). Eisenberger *et al.* (1986) stated that when employee socio-emotional are met with their expectation and perception which the organization acknowledge their contribution and care about their well-being, the employees will increase their motivation, performance, obligation into work and most importantly increase their affective commitment.

According to organizational support theory, employees tend to view human-like characteristics to organization. Since supervisors and co-workers are viewed as organizational agents, sufficient support from supervisors and co-worker will increase affective commitment and employee behavior (Ahmed *et al.*, 2011). Employee's perception is based on the

organization policies, norms and culture which affect their judgment on how much the organization care about them (Eisenberger *et al.*, 1986). Based on this principle, employee perception will positively increase if employees view organizational rewards and favorable job conditions such as pay, promotions, job enrichment, and influence over organizational policies as voluntary behaviors of organizations (Eisenberger *et al.*, 1986). Based on organizational theory (Eisenberger et al., 1986), researcher develop two hypotheses in this study:

H1: supervisor support positively significant with affective commitment
H2: co-worker support positively significant with affective commitment

Methodology
Unit Analysis and Sampling
Cross-sectional design is use in this research. According to Cresswell (2008) and Sekaran & Bougie (2010), this method is commonly use because researcher can collect more accurate data, improve the quality of the data collected and can avoid bias elements. Unit analysis in this study is employees who work at government institution in Malaysia. The purposive sampling method was used to collect the data from February 2020 to October 2020. A purposive sampling method was chosen because the management could not provide a list of respondents to the researcher due to the organizations adopt a confidentiality policy. This situation does not allow researchers to select respondents using random sampling methods. Minimum sample size determined using the G*Power software (Erdfelder *et al.*, 1996). Minimum sample size of this study is 43 respondents. The sample in this study is 250 respondents which conclude that the minimum sample required is achieved.

Data Analysis
The Smart-PLS version 3.3 software was used to determine the validity and reliability of the instrument and test the research hypotheses (Henseler *et al.*, 2009; Ringle *et al.*, 2015; Hair *et al.*, 2017). The statistical package provides many advantages, which includes providing latent variables scores, avoiding small sample size problems, estimating complex models with many latent and manifest variables and error terms, and handling both reflective and formative measurement models (Henseler *et al.*, 2009).

SPSS version 26.0 was used to cleaning the data and analyze descriptive analysis. After data was cleaning and screening, measurement model analysis was done using Smart-PLS to determine the validity and the reliability. In term of validity and reliability, factor loadings value must be greater than 0.708. For convergent validity Variance Inflation Factor (VIF) value must be below than 5.0 to indicate that there is no collinearity issue between variables in this study. Cronbach Alpha (CA) and Composite Reliability (CR) value must be greater than 0.7 (Hair et al.2007), Average Variance Extract (AVE) must greater than 0.5 (Fornell & Lacker, 1981). Moreover, for discriminant validity, the heterotrait-monotrait ratio of correlations (HTMT) value must be lower than 0.85 (Hair *et al.*, 2017).

Structural model analysis was done after the validity and reliability was measured. Bootstrapping was used to analyze structural model to test hypotheses in this study. For one tail 90% significance level, the value of t-statistics must be greater than 1.28. The effect size (f^2) of the independent variable in the research model based on criteria suggested by Hair et

al. (2017) and Henseler (2010). 0.02 (weak), 0.15 (medium), 0.35 (strong). R square (R^2) based on criteria suggested by Cohen (1988) is 0.02 (weak), 0.13 (moderate) and 0.26 (substantial). Q^2 for latent variable organizational citizenship behavior must greater than zero to indicate that this construct has predictive relevance (Hair *et al.*, 2017).

Measurement Scales
All items used in the questionnaire were based on a Likert scale ranging from "strongly disagree (1)" to "strongly agree (7)". Supervisor support was measured by eight items adapted from Baloyi *et al.* (2014). Six items of co-worker support questionnaire were adapted from (Yang *et al.*, 2015). Four items of organizational commitment questionnaire were adapted from organizational commitment literature (Colakoglu *et al.*, 2010).

Result
Profile of Respondents
In term of the respondent profile, most of the respondents were female (68.4 %), aged between 38-47 years (42.8%), non-executive (60.4%), and a monthly salary of between RM 2500 to RM 3999 (24.8%).

Table 1: Profile of Respondent

Profile	Frequency	Percent (%)
Gender		
Female	171	68.4
Male	79	31.6
Age		
Below 27 years old	20	8.0
28-37 years old	88	35.2
38-47 years old	107	42.8
More than 47 years old	35	14.0
Group		
Executive	99	39.6
Non-executive	151	60.4
Salary		
RM 1000-RM2499	77	30.8
RM 2500-RM3999	62	24.8
RM4000-RM5499	40	16.0
RM5500-RM7000	34	13.6
More than RM7000	37	14.8

Measurement Model Analysis
Measurement model analysis was done to ensure the validity and reliability of each item and construct.

Reliability Analysis

In term of reliability, factor loading values for each item in independent variable (supervisor support is and so-worker support) are between 0.763-0.852 (supervisor support) and 0.859-0.880 (co-worker support) and dependent variable is between 0.738-0.899 (organizational commitment) are higher than 0.708 which indicate that the measurement of the construct model had met its reliability criteria (Hair *et al.*, 2017). The output values of Variance Inflation Factor (VIF) between independent variables (supervisor support and co-worker support) and dependent variable (organizational commitment) are 1.404 which lower than 5.0 indicated that the constructs were free from serious collinearity problems (Hair *et al.*, 2017). The result for reliability is shown in Table 2 and Table 3 below:

Table 2: Factor Loading of the Instruments

Construct/ Item	Factor loading < 0.708
Supervisor support	
SS1 Quick corrective action.	0.769
SS2 Enough time to practice the skills	0.852
SS3 Clear instructions	0.763
SS4 Holds regular meetings/consultations	0.818
SS5 Give feedback tactfully	0.813
SS6 Praise when do a job well	0.809
SS7 Trust.	0.823
SS8 Proud	0.828
Co-worker support	
CS1 Assist in dealing with crisis situations at work.	0.878
CS2 Being helpful	0.859
CS3 Always be involved in working.	0.896
CS4 Share their knowledge	0.875
CS5 Listening to problem related to work.	0.869
CS6 Give encouragement	0.880
Affective Commitment	
OC1This organization means a lot	0.855
OC2 Feel like "part of the family" in my organization.	0.899
OC3 Feel a strong sense of "belonging" to my organization.	0.863
OC4 The problems of this organization seem to be my own problems.	0.738

Source: Authors calculation on Smart-PLS software

Table 3: Variance Inflation Factor (VIF) of the Instrument

Construct	SS	CS	OC
Supervisor Support (SS)			1.404
Co-worker support			1.404
Organizational Commitment (OC)			

Source: Authors calculation on Smart-PLS software

Convergent and Discriminant Validity

Table 4 shows the result of convergent and discriminant validity analysis. For convergent validity, the value of Average Variance Extracted (AVE) which exceeded 0.5 indicated that the constructs meet the acceptable level of convergent validity (Hair *et al.*, 2017). The Composite Reliability (CR) values for each construct are greater than 0.70 indicate that the internal consistency for the research instrument was high (Hair *et al.*, 2017). Furthermore, the findings of discriminant validity using Heterotrait-Monotrait Ration (HTMT) for each construct is less than 0.85 (Clark & Watson, 1995; Henseler *et al.*, 2015), so the study construct has met the prescribed discrimination validity criteria (Barclay *et al.*, 1995; Henseler *et al.*, 2009). Therefore, this statistical result confirms that the constructs have met the acceptable standards of validity and reliability analysis.

Table 4: Convergent and Discriminant Validity Analysis

CONSTRUCT	AVE	CR	CA	SS	CS	OC
SS	0.656	0.938	0.925			
CS	0.768	0.952	0.940	0.575		
OC	0.707	0.906	0.862	0.651	0.532	

Source: Authors calculation on Smart-PLS software

Structural Model Analysis
Results on the Hypotheses

The research hypotheses of Smart-PLS routes have shown that supervisor support has a positively correlated with organizational commitment (β = 0.468; t = 8.566), thus H1 is supported. Second, co-worker support positively correlated with organizational commitment (ß= 0.241, t= 3.673). Thus, H2 is supported. This result shows that management support (supervisor and co-worker) act as an important predictor on organizational commitment.

Table 5: Result on Hypotheses

Hypotheses	Path coefficient (β)	t-statistic	P value	Confidence interval		Result
H1: supervisor support significantly related to organizational commitment	0.468	8.566	0.000	0.339	0.565	H1 accepted
H2: co-worker support significantly related to organizational commitment	0.241	3.673	0.000	0.120	0.378	H2 accepted

Source: Authors calculation on Smart-PLS software

The combined effect of the exogenous variables on endogenous variables was measured by R^2 value. In this study, the effect of supervisor and co-worker support on organizational commitment is substantial (39.8%). Furthermore, bootstrapping and blindfolding procedures were conducted to measure the effect size (f^2) and predictive relevance (Q^2). The result from the effect size (f^2) test reveals that supervisor support gives a medium impact towards organizational commitment where the value was 0.259 which is below than 0.35 and co-worker support gives a weak impact towards organizational commitment with 0.069 which is less than 0.15 (Hair *et al.*, 2017). In addition, the results of testing the predictive relevance of

reflective endogenous latent variable show that the Q^2 for organizational commitment was greater than zero which 0.204 and this suggests that this construct has predictive relevance (Hair *et al.*, 2017).

Discussion and Implication
This study confirms that perceived organizational support does play as an important factor in organizational commitment. However, even though the path coefficient (R^2) is high, new findings showed that the co-worker support has a weak effect size towards organizational commitment. This is because the support informally knows as courtesy (*tolong-menolong*) in Malaysia culture of social work (Aun *et al.*, 2018). Moreover, Malaysian normally practices this courtesy culture in every aspect in life. Hence, this situation did not give an adequate impact on employees' commitment even though they receive the support from co-worker. Moreover, there are other factors that influence employee commitment on the organization such as a modern and comfortable working environment and demographic factors (Nkhukhu-Orlando *et al.*, 2019).

The implication of this study can be divided into three major aspects: theoretical implication, the robustness of research methodology, and contribution to practical (organization). In term of theoretical implications, this study shows that the organizational support (Eisenberger, 1986) is in line with the results. An employee who received a prominent and efficient support from the organization give a positive respond which is show their commitment towards organization. The methodology of this study shows the selected questionnaires data exceeded a minimum standard of validity and reliability; this leads to a production of accurate findings. In regard of practical contributions, this study provides a chance for the higher management to provide sufficient support in accordance to increase their commitment on organization. To ensure that the objective is achieved, first: the organization must identify and give a proper and formal guideline that include scope and co-worker support program to the employees. This program which provides details regarding the teamwork, sharing ideas and who to ask help based on task scope and expertise.

Limitation
Limitations are also existed in this study. This study only focuses on government institutions only, therefore the findings of this study are not suitable to be generalized to other sectors or organizations. This study also uses cross-sectional study methods. Therefore, data is only collected once. The researcher recommends future studies to conduct longitudinal studies to see the effectiveness of support practices before and after employees receive such support. In addition, this study used purposive sampling as the organization adopts a confidentiality policy which in turn will create a bias in the answers given by the respondents. In future research, the researcher suggested that random sampling technique should be used to avoid bias element. Furthermore, future research should explore how perceived organizational support might influence another construct such as job satisfaction, employee service quality and performance.

Conclusion
This study measured the relationship between organizational support on affective commitment based on organizational support past literature. The measurement analysis and structural analysis confirmed that all the items used in this study satisfied the standards of

validity and reliability analyses. Hypotheses analysis using the Smart-PLS software confirmed that both support from supervisor and co-worker positively related with affective commitment. This study further suggests that the ability of the management to provide and practice a proper technology and online support practices such as fully utilized the technology communication network and modern equipment to increase the effectiveness of support in organization among employees may lead to increase employees' behavior (e.g., turnover intention, citizenship behavior and employee performance). Therefore, this outcome may drive the organization to maintain and enhance organizational competitiveness in an era of the global economy.

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