

How Perceived Organizational Support Effect Employee Commitment Moderated By Work Duration Among Employee In Travel Industries

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ABSTRACT: *The purpose of the current study is to examine the training effect on employee commitment; and to examine the effect of compensation, perceived organizational support on employee commitment moderated by employees' work duration. The sample of the current study is 120 respondents that consist of employees of travel agency industries. The method applied in the current study is multiple regression analysis method. The result shows that the employees with longer work duration will strengthen the correlation between compensation and commitment; whereas the longer work duration is neither strengthen nor weaken the correlation between perceived organizational support and employee commitment.*

Keywords: *Perceived Organizational Support Effect, Employee Commitment, Travel Industries*

1. INTRODUCTION

Organizations have some effective ways to keep their employees, i.e. offering organizational support. The organizational support itself is the key factor to generate the employees' commitment. It is a mischance when any employee in an organization does not have high commitment to the organization. According to Malikeh & Batol (2013), employee's commitment is a main consequence of perceived organizational support. Furthermore, according to Gria Pemecutan, Dharmanegara, & Udayana (2016), perceived organizational support is an important variable to explore its correlation with the positive result for the organization.

Malikeh & Batol (2013) state that perceived organizational support (POS) is a key resource that is gradually respected in the management and modern business field, especially in service industry. Malikeh & Batol (2013) also points out that perceived organizational support is a key that indirectly affects the intention to keep doing the job. Kaur (2017) highlights the importance of a valuable work condition to increase perceived organizational support, in which it can grow affective commitment. Furthermore, Murthy (2017) points out that previous studies on perceived organizational support elicit that it has impacted work-related aspects including employees' work performance, decreasing rate of absenteeism, and turnover rate.

The other previous study by Jais & Mohamad (2013) also highlights that perceived organizational support is the key to generate employees' commitment. This result is in line with Abdollahi, Farhad, Piri, Moosa Associate, and Azimi (2013) who point out that perceived organizational support affects employees' commitment to an organization and it is likely to

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increase normative commitment rate. Gündüz (2014) also proposes that the more the perceived organizational support on teachers, the higher the perceived teachers' commitment. When the perceived organizational support on teachers is high, their employees' commitment will increase as well (Saudi, 2014).

Barschall (2014) states that an organization can adopt high commitment strategies including workforce planning, evaluation, competitiveness, fair compensation, and comprehensive training and development to encourage employees' high commitment and motivation. Ghufraan & Khan (2016) point out that a gift is considered as an important part of compensation system at workplace on employees' point of view. Timur (2017) underlines that a compensation represents income in cash goods that are given directly or indirectly by an organization to the employees as a gift.

Riyadi (2018) proposes that there are three kinds of compensation, e.g. direct compensation, indirect compensation, and incentive. The other study have proved that the increase on a compensation can strengthen employees' commitment significantly (Rizal, Idrus, & Mintarti, 2014). This result emphasizes that the employees' commitment is not only supported by perceived organizational support, but the compensation also plays role in it.

Leonel (2016) finds out that the use of employees' compensation at a hospital as an employee retention strategy shows direct effect on employees' commitment. Nawab & Bhatti (2011) have proved that financial and non-financial compensations affect job satisfaction and employees' commitment (affective commitment, normative commitment, and continuance commitment). Suhaimi *et al.* (2018) approves that a leader's willingness to invest on employees' training can encourage them to commit more at work and motivate them to perform better. According to Alamri & Al-Duhaim (2017), a training has an impact on employees' commitment; the results of the study show there is a positive correlation between training variable and affective commitment variable. In a training session, some activities are regularly held because these are able to contribute something to an organization. This contribution can generate the commitment within the organization. Furthermore, Jehanzeb, Rasheed, & Rasheed (2013) highlight that a training should be plan in such a way that it can achieve the organization commitment.

Jehanzeb *et al.* (2013) states that a number of studies describe that the facilities for employees' training program can support the progress of the employees' commitment. Umamaheswari & Krishnan (2016) study the impact of employees' perception of a training on organizational commitment; they also visualize the importance of a training as a tool to improve employees' affective commitment. In addition, Suhaimi *et al.* (2018) state that an organization that disregards a training program is possible to expose their employees to an unsafe work environment, unhappy workers, high rate of employees' turnover, and the decrease in productivity.

Of all empirical evidences of the previous similar studies mentioned above, there is still lack of study that determines work duration as a moderating variable of the relationship between organizational support and compensation on employees' commitment. In addition, there is still lack of study that investigate the similar cases on the travel agency industries. Accordingly, considering the research gap, the purpose of the current study is to investigate to the extent to which the work duration plays role as a moderating variable of the organizational support and compensation on employees' commitment in travel agency industries in Indonesia.

II. LITERATURE REVIEW

Training

Almodarresi & Hajmalek (2015) believe that training is one of organization's vital investment. A training is expected to improve employees' skill, attitude, inclination, view, and knowledge. Thirapatsakun, Kuntonbutr, & Mechinda (2014) interpret training as a discretionary practice that manifests an organization's investment on employees, so it leads to the perceived organizational support.

According to Saleem & Mehwish (2011) in Mubasher, Naqvi, & Khan (2013), training is defined as an organized skill and impression enhancement of all members and staff, so they are able to perform efficiently within the offered process and to apply an operation to address any situation. Laing (2009) in Mubasher *et al.* (2013) defines training as an indicator to upgrade employees' skills, knowledge, ability, and view; the training is expected to develop employees' effective work performance.

Mubasher *et al.* (2013) state that training is an active tool to enable every individual to take advantage of their ability and potential. In addition, Mubasher *et al.* (2013) point out that the purpose of training is to upgrade the organization's effectivity. Furthermore, Jehanzeb *et al.* (2013) highlights that training is a purposeful activity held by an organization to transfer skills, information, and adjusted attitude and behaviour of employees that are in line with the organization's goal.

Compensation

Dessler (2005), in Wekesa & Nyaroo (2013) defines compensation as a form of payment or reward that is given by an organization to employees regarding their work results. Nugroho & Havidz Aima (2018) point out that compensation is a form of payment or a gift that is given by an organization to employees; it consists of two components: 1) direct payment (fee, salary, compensation, commission, and bonus) and 2) indirect payment (insurance and holiday pay). According to Handoko in Riyadi (2018), compensation is defined as anything received by employees as the reward of their achievement at work.

Ghufran & Khan (2016) state that a gift is considered important in respect of employees' perception on compensation system at work. According to DeCenzo & Robbins in Okinyi *et al.* (2015), a valid and reliable reward blueprint refers to greater chances to make employees adapt themselves to an organization, to decrease the turnover rate, and to upgrade their organizational commitment. A reward or compensation is viewed as a means of requesting for satisfaction and employees' loyalty at work. Furthermore, Eisenberger *et al.* (1986) in Haider & Abid (2017) points out that reward and motivation impact is a valuable segment in maintaining employees' involvement, power, consumption, commitment, and loyalty.

Perceived Organizational Support

Thorsteinsson, Brown, & Richards, (2014) point out that when workers recognize just how valuable they are to an organization, combined with their assumption on the extent to which the organization cares about them, it can be defined as perceived organizational support. According to Menurut Eisenberger, Huntington, Hutchison, & Sowa (1986) in Haider & Abid (2017) underline that *Perceived Organizational Support* (POS), which is based on the organizational support theory, is defined as an employee's own belief that figures to the extent to which an organization pays attention to their welfare, socio-emotional needs, contribution, and willingness to return a favour.

Rhoades and Eisenberger (2002) in Haider & Abid (2017) highlight that direct perceived organizational support is related to three categories of favourable treatment received by employees, e.g. rewards and job conditions, fairness of treatment, and support from supervisors; as a result, they can achieve the ideal target, such as job fulfillment. Yan (2015) underlines that researchers have agreed that perceived organizational support is a global belief on to the extent to which an organization appreciates employees' contribution and pays attention to their welfare.

Lew (2009) has identified perceived organizational support as a tool to build organizational commitment among employees. Sak (2006), in Thirapatsakun *et al.* (2014) states that perceived organizational support has positive consequence through employees' involvement.

Employee Commitment

Martini *et al.* (2018) states that employee commitment is also known as organizational commitment. According to Dolatshah & Hosseini; Yousef in Suhaimi *et al.* (2018), employee commitment is viewed as an employee's loyalty to the

organization he/she works for and the responsibility to stay in the organization. Ghufuran & Khan (2016) underline that a strong loyalty to an organization is generated from organizational commitment, in which the organization is able to identify itself.

Martini *et al.* (2018) propose that employee commitment is a relative individual strength in identifying one's involvement in an organization. According to Luthans (2006) in Martini *et al.* (2018), employee commitment is an attitude that visualizes employees' loyalty to an organization; for example, the members of an organization show their empathy to the organization and maintain its success and progress.

III. HYPOTHESIS DEVELOPMENT

Correlation of Training and Employee Commitment

In a previous study, Jehanzeb *et al.* (2013) state that training affects employee commitment; it is in line with theories that became the basis of chosen variables. It was found that the correlation between the availability of training program and supervisor support for the program is positive, which is related to employee commitment. In addition, Jehanzeb *et al.* (2013) point out that several previous studies have described that training program facility for employees are helpful in growing employee commitment. Next, the result of the study conducted by Diab (2015) underlines that there is an effect of the training component on employee's performance, medical service quality, and employee commitment. The other previous study conducted by Almodarresi & Hajmalek (2015) also state that the training accessibility that is perceived by employees affects employee commitment positively and significantly.

A study conducted by Alamri dan Al-Duhaim (2017) states that training (pelatihan) affects employee commitment, in which the obtained result shows positive correlation between the training variable and affective commitment variable. In addition to that, there is a positive correlation between the training-related variable (perceived training availability and perceived supervisor support for the training) and commitment-related variable (continuity and normative commitment). Furthermore, the other previous study conducted by Happy Fadzilla Ali, in Tek Yew Lew (2013) underlines that all hypotheses proposed in the study are supported; the result is consistent, in which the training improves affective commitment. The aforementioned study has proved the correlation between training – one of human resource tool – and employee affective commitment, and to the extent to which an individual's own willingness affects this correlation. Thus, the first hypothesis of the current study is:

H1. Employees' perception on a good training will improve employee commitment

Correlation between Compensation and Employee Commitment

In a study conducted by Sung, Husna, Rahim, Bahron, & Lee (2018), it was found that financial compensation, especially salary and gift will affect employee commitment, so it improves salesperson's work performance in retail industry context. The result of a study conducted by Nawab & Bhatti (2011) has proved that both financial and non-financial compensations affect job satisfaction and employee commitment (affective commitment, normative commitment, and continuance commitment). Next, a study by Business & Wesley (2017), proves that compensation can predict affective commitment, normative commitment, and continuance commitment; the result of their study shows that there is a significant correlation between pay-for-performance compensation policy, pay for understanding and employee commitment. According to Rizal in Business & Wesley (2017), it is proved that compensation affects employee motivation and commitment significantly, but it has no effect on employee performance.

A study conducted by Rizal, Idrus, & Mintarti (2014) proves that the increase of compensation strengthen employee commitment significantly. In addition, a study by Leonel (2016) proves that the use of compensation in a hospital as the employee retention strategy affects directly to employee commitment. Next, a study by Milgo, Namusonge, Kanali, &

Makokha (2014) proves that the obtained result of their study has implication on the tea manufacture management because all aspects of reward and compensation show significant correlation on commitment. Furthermore, a study conducted by Yamali (2018) proves that compensation has positive and significant effect partially on employee commitment. Thus, the second hypothesis of the current study is:

H2: A given compensation that fulfils expectation will increase employee commitment.

Correlation between Perceived Organizational Support and Employee Commitment

Jais & Mohamad (2013) prove that the result of their study is in line with organizational support theory that underlines the organizational support increase employee commitment to an organization. A study conducted by Abdollahi, Farhad M.A, Piri, Moosa Associate, & Azimi (2013) proves that the result of their study is in line with a statement that Perceived Organizational Support (POS) can affect the employee commitment to an organization, and likely to increase normative commitment.

In a study conducted by Saranya & Muthumanis (2015), the result shows there is a strong correlation between perceived organizational support and employee commitment to an organization, which reduces turnover intention. In addition, a study conducted by Newman, Thanacoody, & Hui (2011) proves that the perceived supervisor support or co-worker support is important to develop and maintain affective commitment. Thus, the third hypothesis of the current study is:

H3: Employee perception on a good organizational support will increase employee commitment.

Correlation between Work Duration and Employee Commitment

Several previous studies conducted by Steers (1997), Mathieu & Zajac (1990); Dunham, Grube, & Castaneda (1994); and Seniati (2006) in Yusnita (2015), find out that personal characteristics that include age, work duration, gender, and educational background affect employee commitment. Based on Kreitner & Kinicki (2005) in Yusnita (2015), work duration is likely to make an employee becomes more comfortable working for an organization; it happens as a result of the adaptation with work environment for a long period of time. According to Robbins (2006) in Mahesa (2010), work duration is a key component that can describe employee resignation rate. Thus, the fourth hypothesis of the current study is:

H4: A compensation that is moderated by work duration will increase employee commitment.

Hypothesis 4a: A group of employees with high-compensation-pay perception; they are employees who have worked for 5 years at minimum and have higher employee commitment than employees with low-compensation-pay perception.

Hypothesis 4b: A group of employees with high-compensation-pay perception; they are employees who have worked for less than 5 years and have higher employee commitment than employees with low-compensation-pay perception.

Hypothesis 4c: A group of employees with low-compensation-pay perception; they are employees who have worked for less than 5 years and have higher employee commitment than employees with high-compensation-pay perception.

Thus, the fifth hypothesis of the current study is:

H5: Organizational support perception that is moderated by work duration will increase employee commitment

Hypothesis 5a: A group of employees with high-organizational-support perception; they are employees who have worked for longer period of time and have higher employee commitment than employees with low-organizational-support perception.

Hipotesis 5b: A group of employees with high-organizational-support perception; they are employees who have worked for less than 5 years and have higher commitment than employees with low-organizational-support perception.

Hipotesis 5c: A group of employees with low-organizational-support perception; they are employees who worked for less than 5 years and have higher employee commitment than employees with high-organizational-support perception.

Based on the abovementioned explanations a conceptual framework can be described in the following figure:

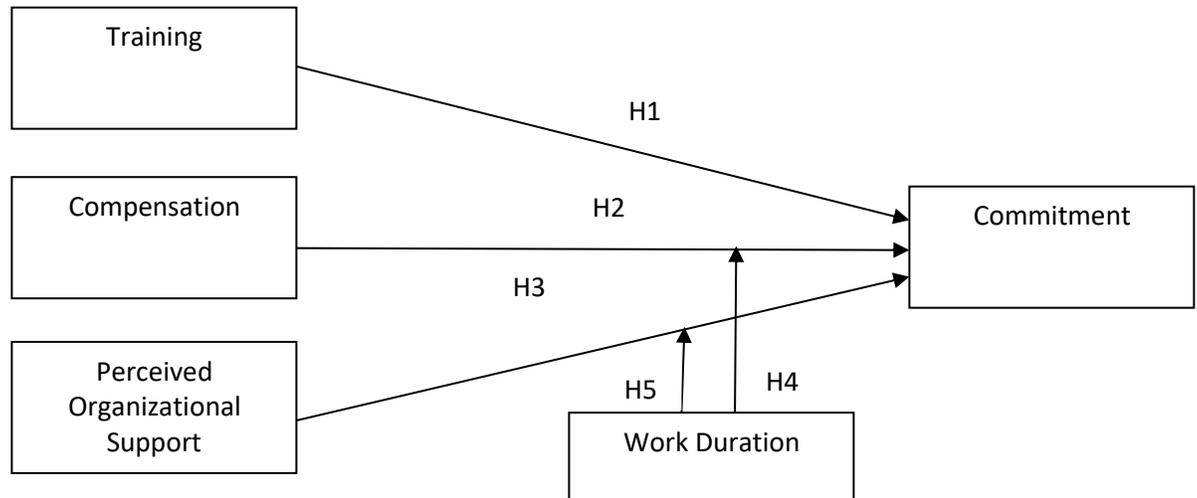


Figure 1
Research Model

MEASUREMENT

In the current study, the measurement on perceived organizational support variable was measured by applying the dimension based on Eisenberger *et al.* (1986) in Nwanzu (2017) with 8 questions; the employee commitment variable was measured by applying the dimension based on Allen *et al.* (1996) in Ercan Ydmaz (2017) with 15 questions. Next, the measurement of compensation variable adopted the dimension based on Mondy & Noe (2008) in Ercan Ydmaz (2017) with 7 questions. Then, the training variable was measured by applying the dimension based on Bulut & Culha (2010) in Ercan Ydmaz (2017) with 5 questions. The measurement of work duration was divided into 4 choices: a) respondents who have worked for less than 2 years; b) respondents who have worked for 2 years at minimum to less than 5 years; c) respondents who have worked for more than 5 years to 8 years at minimum; and d) respondents who have worked more than 8 years.

The current study applied the likert scale measurement. The likert scale method in the current study was arranged in five-ordered level response with specific categories: score 5 for strongly agree (SS); score 4 for agree (S); score 3 for neither agree nor disagree (ASTS); score 2 for disagree (TS); and score 1 for strongly disagree (STS). The current study applied confirmatory factor analysis to test the validity; it was conducted by examining the factor loading value. A small factor loading value describes that the factor analysis cannot be applied because the correlation between paired variables cannot be explained by the other variables. According to Hair *et al.*, (2006); and Byrne (2010) in Hamid *et al* (2011), the factor loading or regression weight estimation from latent to the observed variable should be bigger than 0.50. If the factor loading value is smaller than 0.5, than the factor analysis cannot be applied or rejected. According to Sekaran & Bougie (2010) in Hee (2014), a reliability test with Cronbach's Alpha value of 0.6 is considered poor; the value of 0.7 is accepted; and the value of 0.8 is categorized as good.

IV. METHODOLOGY

Population and Sample

The population in the current study is employees of the travel agencies in Jakarta greater area. In order to conduct the study, 120 respondents were needed. Therefore, the current study required several criteria: a) permanent employee; b) the employees that have joined a training; c) employees who have worked for 1 year at minimum in the travel agency.

The result of the current study was tested by calculating average cells. First, we calculated the median on compensation variable, perceived organizational support variable, and employee commitment variable to differentiate respondent cells. There were 120 respondents required to obtain the median and to achieve valid result. The result of the median of each variable occurred in the statistics system.

Data Analysis Method

Multiple Linier Regression

Multiple Linier Regression is utilized to find out whether there is a direct or indirect effect between independent variable and dependent variable. Thus, the current study examined the correlation between each variable category as follows: a) the correlation between training (independent variable) and employee commitment (dependent variable); b) the correlation between compensation (independent variable) and employee commitment (dependent variable); c) and the correlation between perceived organizational support (independent) and employee commitment (dependent).

Median Split

The hypotheses in the current study was examined using General Linier Model (GLM) method. The advantage of this model was to test null hypothesis; it was applied to prove whether several groups of sample data resulted in same value. The investigation was tested by calculating average cells and finding out the median of compensation variable, perceived organizational support variable, and employee commitment variable; then, these variables were divided into groups on the cells of the respondents respectively. There were 120 respondents as the object of the study, in which a valid result and value of each respondent are crucial to be obtained. The method to obtain the median using statistics software was applying *analyse, descriptive statistic* dan *frequencies* methods after compensation variable, perceived organizational variable and employee commitment variable were put into *variable*, and then it was processed using the software. Finally, the median of each variable occurred through the statistics software.

The Test of Hypotheses 4 and 5

The investigation was tested by applying General Linier Model (GLM).

In the current study, the "A (AB)" design was applied to test hypotheses 4 and 5; therefore, in general, the regression equation for this test can be described in the following outline:

$$Y_{ijk} = \mu + KOMP_i + (KOMPLB)_{ij} + \epsilon_{ijk}$$

Prerequisite: $\sum_i POS_i + 0$ & $\sum_j (POS_{LB})_{ij} = 0$, for all i

Y_{ijk} = Employee Commitment

μ = Constanta

$KOMP_i$ = Compensation

$(KOMPLB)_{ij}$ = Compensation and Work Duration

ϵ_{ijk} = error

Notes:

- $KOMP = 1$ code is to describe the high perceived organizational perception
- $KOMP = 2$ code is to describe the low perceived organizational perception.
- $LB = 1$ code is to describe less-than-5-year work duration.

- LB = 2 code is to describe 5-year work duration at minimum

The equation of hypothesis 5:

$$Y_{ijk} = \mu + POS_i + (POS_{LB})_{ij} + \epsilon_{ijk}$$

Prerequisite: $\sum_i POS_i + 0$ & $\sum_j (POS_{LB})_{ij} = 0$, for all i

Y_{ijk}	= Employee Commitment
μ	= Constanta
POS_i	= Perceived Organizational Support
$(POS_{LB})_{ij}$	= Perceived Organizational Support and Work Duration
ϵ_{ijk}	= error

Notes:

- POS = 1 code is to describe high perceived organizational support.
- POS = 2 code is to describe low perceived organizational support.
- LB = 1 code is to describe less-than-5-year work duration.
- LB = 2 code is to describe 5-year work duration at minimum.

DATA ANALYSIS RESULTS

Validity and Reliability Tests Result

Before the actual study was conducted, we performed pre-study stage. In this stage, 30 respondents were chosen. This pre-study applied factor analysis result and reliability test by using Cronbach alpha. Each variable has its KMO value; it is obtained by eliminating several questions. Thus, the questions included in the study are 28 in total. The obtained KMO value of training variable is 0.644 by eliminating 1 question, i.e. question number 2. The obtained KMO value of compensation variable is 0.718 by not eliminating any questions at all. The obtained KMO value of perceived organizational support variable is 0.884 by not eliminating any questions at all. The obtained KMO value of employee commitment is 0.550 by eliminating 6 questions, i.e. questions number 12, 14, 16, 17, 18, and 20.

The reliability value of each variable was obtained by applying cronbach alpha. The obtained reliability value of training variable is 0.690; the obtained reliability value of compensation variable is 0.814; and the obtained reliability value of perceived organizational support variable is 0.869. Thus, the current study has passed the pretest to be continued to advanced stage.

Respondent Profiles

After the pretest was completed, the next step is to use 120 respondents to test the hypotheses. Of 120 respondents, there are 48 males; 72 females; 30 respondents aged 19 to 29 years old; 58 respondents aged 30 to 40 years old; 27 respondents aged 41 to 51 years old; 5 respondents aged 52 to 62 years old; 10 respondents who finished high school; 25 respondents who finished diploma (D3); 67 respondents who finished undergraduate program (S1); 14 respondents who finished graduate program (S2); 3 respondents who finished doctorate program (S3); 20 respondents have worked for less than 2 years; 39 respondents have worked for more than 5 years to 8 years; 22 respondents have worked for more than 8 years.

The Test of Hypothesis 1, 2 and 3

The first, second, and third hypotheses were examined with Multiple Linear Regression analysis to analyse the effect of training variable, compensation variable, perceived organizational support variable on employee commitment variable.

The first step was to analyse the F test with the significance value at 0.00; it means the model is fit, in which the data fit the model.

Next, in order to prove the hypothesis 1, in which it states the effect of training on employee commitment, the significance value should be obtained. The result shows that the value is 0.112; it points out that the hypothesis is not supported by the data. Accordingly, the current study shows that training has neither correlation with nor effect on employee commitment. Then, in order to prove the hypothesis 2, in which it states the effect of compensation on employee commitment, the significance value should be obtained as well as proving the first hypothesis. The significance value is 0.00; it points out that the hypothesis is supported by the data. Thus, the current study shows that compensation has correlation with or effect on employee commitment. The analysis significance value was also required to prove the hypothesis 3, in which it states the effect of perceived organizational support variable on employee commitment. The result shows that the value is 0.18; the current study shows that perceived organizational support variable has correlation with or effect on employee commitment.

The Test of Hypothesis 4

Before analyzing work duration as moderating variable (as stated in hypotheses 4 and 5), the next step was to conduct median split; this is a procedure to count median value of compensation variable and perceived organizational support variable. The median value of perceived organizational support is 3.8125. Thus, if the value is bigger than this, it shows great support; if it is smaller, then it shows small support. The median value of perception on compensation is 3.8571. Thus, if the value is bigger than this, the perception on compensation is positive; if it is smaller, then the perception on compensation is negative. After these classifications were made, then the analysis focused on whether work duration moderates the correlation between compensation on employee commitment and perceived organizational support on employee commitment.

The further step was to test the fourth and fifth hypotheses. These hypotheses were examined using General Linier Model (GLM). In order to prove hypothesis 4 and hypothesis 5, we had to examine the work duration effect on employee commitment; then it was found that the significance value is 0.009. This tells us that the data support the hypotheses; work duration has correlation with or effect on employee commitment. In order to analyse the effect of compensation on employee commitment that is moderated by work duration (hypothesis 4), the significance value should be obtained; it is 0.013. It indicates that the data support the hypothesis. The longer the work duration the stronger the correlation between compensation and commitment. The summary of the result is displayed in the table below:

Table 1. The analysis result using GLM to prove if work duration moderate's compensation

	Df	F	Sig.
ed Model	7	13.079	.000
pt	1	3424.743	.000
	3	4.088	.009
KOMPEN	1	34.277	.000
ODEKOMPEN	3	3.773	.013
	112		
	120		
ed Total	119		

Hypothesis: Work duration moderates the correlation between perceived compensation and employee commitment

The next step was to test the hypothesis on the difference of Y deviation average between cells that were formed by B factor [LB] and A factor [KOMP]. The result tells that there is a difference of Employee Commitment deviation average [Y] between cells that were formed by degree [POS] and [KOMP]:

$$H_0 = (AB)_{ij} = 0$$

$$H_1 = \text{not } H_0$$

The hypothesis test was conducted using F-test statistics on A*B line. Based on the table, the result is described as follows:

$$F_0 = 3.733$$

$$Sig = 0.013$$

p value < 0.05, then H1 is accepted

Conclusion: the data support the proposed hypothesis; it indicates that work duration moderates the correlation between perceived compensation and employee commitment

$$Y_{ijk} = \mu + KOMP_i + (KOMPLB)_{ij} + \epsilon_{ijk}$$

Prerequisite: $\sum_i POS_i + 0$ & $\sum_j (POSLB)_{ij} = 0$, for all i

Y_{ijk} = Employee Commitment

μ = Constanta

KOMP_i = Compensation

(KOMPLB)_{ij} = Compensation and Work Duration

ε_{ijk} = error

Notes:

- KOMP = 1 code is to describe the high perceived organizational support.
- KOMP = 2 code is to describe the low perceived organizational support.
- LB = 1 code is to describe less-than-5 year work duration.
- LB = 2 code is to describe 5-year work duration at minimum.

Table 2. GLM calculation of the coefficient of the classified data

Parameter	B	β	T	Sig.
Intercept	β ₀	.699	.967	.000
KOMP_CODE=1]	β ₁	.808	.114	.000
KOMP_CODE=2]		0 ^a		
OMP_CODE=1] * LB_CODE=1]	β ₂	.963	2.44	.021
OMP_CODE=1] * LB_CODE=2]		0 ^a		

OMP_CODE=2] * LB_CODE=1]	β_3	.406	.918	.367
OMP_CODE=2] * LB_CODE=2]		0 ^a		

Dependent Variable: Employee Commitment

Table 3. Intercept Parameter β_i Design A1 (AB) Calculation

	KOMP = 1	KOMP = 2	Disparity	Hypothesis
LB = 1	$\beta_0 + \beta_1 + \beta_2$	$\beta_0 + \beta_3$	$\beta_1 + \beta_2 + \beta_3$	
LB = 2	$\beta_0 + \beta_1$	β_0	β_1	H4a
Disparity	β_2	β_3	$\beta_2 + \beta_3$	
Hypothesis	H4b	H4c		

Based on the table, the regression model equation can be described as follows:

$$Y = -\beta_0 + \beta_1 (\text{KOMP} = 1) - \beta_2 (\text{KOMP} = 1) (\text{LB} = 1) - \beta_3 (\text{KOMP} = 2) (\text{LB} = 1) + \epsilon_0$$

Notes:

KOMP = 1 is high perceived compensation

KOMP = 2 is low perceived compensation

LB = 1 is new work duration

LB = 2 is old work duration

The abovementioned regression equation can be rewritten by including the coefficient value as follows:

$$Y = -0,699 + (0,808) (\text{KOMP} = 1) + (0,963) (\text{KOMP} = 1) (\text{LB} = 1) + (0,406) (\text{KOMP} = 2) (\text{LB} = 1) + \epsilon_0$$

In order to test the hypothesis, the “intercept” parameter β_i table should be prepared as shown below:

Table 4. Intercept Value Calculation

	KOMP = 1	KOMP = 2	sparity
LB = 1	2.47	1.105	1.365
LB = 2	1.57	0.699	0.808
Disparity	0.963	0.406	1.369

Based on the displayed values in the table 4, the hypothesis test for each β_1 , β_2 and β_3 was conducted respectively.

The group of employees who have worked for more than 5 years [LB=2], the Employee Commitment deviation average [Y] on high perceived compensation [KOMP=1] has higher commitment than the perceived organizational support [KOMP =2]

$$H_0 = \beta_1 \leq 0$$

$$H_1 = \beta_1 > 0$$

The hypothesis test applied t-test statistics on the line [KOMP= 1]. Thus, the result from the table is described as follows:

$t_o = 5.144$

$Sig. = 0.000$

p value < 0.05, then H_0 is accepted

Conclusion: the data support the proposed hypothesis

On the high perceived compensation [KOMP = 1], the Employee Commitment [Y] deviation average on the less-than-5-year work duration [LB = 1] has higher employee commitment than the respondents who have worked for 5 years at minimum [LB = 2]

$H_0 = \beta_2 \leq 0$

$H_1 = \beta_2 > 0$

The hypothesis test applied t-test statistics on the line [KOM = 1] [LB = 1]. Thus, the result from the table is described as follows:

$t_o = 2.44$

$Sig. = 0.021$

p value < 0.05, then H_a is accepted

Conclusion: the data support the proposed hypothesis.

On the low perceived compensation rate [KOMP= 2], the Employee Commitment deviation average [Y] of the respondents who have worked for less than 5 years [LB= 1] has higher employee commitment than the respondents who have worked for more than 5 years [LB= 2]

$H_0 = \beta_3 \leq 0$

$H_1 = \beta_3 > 0$

The hypothesis test applied t-test statistics on the line [KOMP = 2] [LB = 1]. Thus, the result from the table is described as follows:

$t_o = 0.918$

$Sig. = 0.367$

p value > 0.05, then H_a is rejected.

Conclusion: the data do not support the proposed hypothesis.

The test of hypothesis 5 was to prove the effect of training on employee commitment moderated by work duration.

Table 5. The result of GLM analysis: perceived organizational support moderated by work duration

	Df	F	Sig.
ed Model	8	6.774	.000
pt	1	1186.362	.000
	3	10.940	.000
POS	2	6.829	.002
ODEPOS	3	.809	.491
	111		
	120		
ed Total	119		

Based on table 5, the significance value is 0.491; it tells us that the data do not support the hypothesis. It indicates that the perceived organizational support moderated by work duration not moderating the variable. In other words, the work duration does not strengthen or decline the effect of perceived organizational support on employee commitment.

Recapitulation of Hypothesis Test

Based on the described calculation results above, the results of hypothesis tests are displayed briefly on the following table below:

Table 6. The Recapitulation Results of Hypothesis Tests

Hypothesis	Hypothesis Statement	Sig.	Additional Information
Hypothesis 1	perceived good training will improve employee commitment	0.0112	data do not support the hypothesis
Hypothesis 2	high perceived compensation will improve employee commitment	0.00	the data support the hypothesis
Hypothesis 3	high perceived organizational support will improve employee commitment	0.018	the data support the hypothesis
Hypothesis 4	work duration moderates compensation on employee commitment	0.013	the data support the hypothesis
Hypothesis 5	Work duration moderates perceived organizational support on employee commitment	0.419	data do not support the hypothesis

V. DISCUSSION

A negative perceived training does not improve employee commitment. The test result of this hypothesis is contradictory with the previous studies that find out a training program facility for employee is helpful to improve employee commitment. In addition, a previous study by Happy Fadzilla Ali, Tek Yew Lew (2013) points out that all hypotheses in their study are supported by the data; the result shows that training can improve affective commitment consistently. The other previous study by Almodarresi & Hajmalek (2015) also underlines that the training accessibility perceived by employees affect employee commitment positively and significantly. The current study proves that the perceived good training does not improve employee commitment. The reason for that is, the current study chose different object of study; the investigated business field here is different from the business field that was investigated in the other previous studies. In addition, the sample in the current study is employees who work for travel agencies; the previous studies chose other business fields as the object of the studies, e.g. health service, finance, and hospitality. Based on the hypothesis result analysis, the employees of the travel agencies are likely to have perception on compensation; it plays role in improving employee commitment, instead of trainings that are provided by their companies. This result is also affected by the majority of travel agency employees – who were chosen as respondents – who work in marketing division. The other reason is, there are small number of employee trainings provided the companies. Therefore, the current study proves that the perceived good training does not improve employee commitment.

A high perceived compensation will improve employee commitment, as proved by the current study. Thus this supports the previous study conducted by Sung, Husna, Rahim, Bahron, & Lee (2018), which states that compensation, specifically salary and gift will affect employee commitment; as a result, it improves the salesperson’s work performance,

in retail industry context. Rizal, in Business & Wesley (2017), proves that the result of the conducted study shows that compensation affects employee motivation and employee commitment significantly, but it does not affect employee performance significantly. Thus, the hypothesis of the current study supports the results of previous studies, in which compensation affects employee commitment; in here, it affects the travel agencies' employees' commitment to their companies.

A high perceived organizational support will improve employee commitment, as has been proved by the current study. This result is in line with the study conducted by Lew (2009), that has identified perceived organizational support to build organizational commitment among employees. Sak (2006), in Thirapatsakun *et al.* (2014) also emphasizes that perceived organizational support has positive consequence through employees' involvement. In addition, the current study also supports the results of previous studies, in which perceived organizational support affects employee commitment; in here, it affects the travel agencies' employees' commitment to their companies.

The current study proves that work duration moderates compensation on employee commitment. It also proves that the longer the employees work for an organization the stronger the correlation between compensation and employee commitment in travel agency industries. The reason for that is, there is a work duration variable that moderates compensation variable with employee commitment variable. This result is in line with previous hypothesis, i.e. compensation has positive effect on employee commitment.

The result of the current study also shows that if work duration is added as a moderating variable between compensation variable and employee commitment variable, it will strengthen the correlation or effect between compensation variable and employee commitment variable. This is in line with the study conducted by Kreitner & Kinicki (2005) in Yusnita (2015), which states that a longer work duration is likely to make an employee feel more comfortable working for an organization. The reason for that is, the employee has adapted himself/herself with the work environment for quite a long period of time.

The result of the current study shows that work duration does not moderate perceived organizational support on employee commitment. This study shows that work duration neither strengthen nor weaken the correlation between perceived organizational support variable and employee commitment variable, even though the correlation between a high organizational support will improve employee commitment as explained in the result section. In addition to that, a previous study by Jais & Mohamad (2013) proves that the result of their study is consistent with the organizational support theory, in which it states that organizational support improve employee commitment on an organization. Nevertheless, the work duration variable that was investigated in a study by Kreitner and Kinicki (2005) in Yusnita (2015) is likely to make an employee more comfortable to work for an organization. The reason for that is, the employee has adapted himself/herself with the work environment for quite a long period of time.

VI. CONCLUSION AND RECOMMENDATION

The conclusion of the current study is to answer the purpose of the study, that is to investigate whether a good perceived training will improve employee commitment; a high perceived compensation will improve employee commitment; a perceived organizational support will improve employee commitment; work duration moderates compensation on employee commitment; work duration moderates perceived organizational support on employee commitment.

Based on the first results of the current study, the good perceived training will improve employee commitment; however, the statement is not supported by the data because in a travel agency industry, a training is not a key factor that generates high-committed employees. Secondly, a high perceived compensation will improve employee commitment; the

result shows that the high compensation makes the travel agencies' employees to improve their commitment. The third conclusion is a high perceived organizational support will improve employee commitment; in here, when a travel agency gives organizational support to the employees, it will improve their commitment to the travel agency company. Fourth, work duration moderates compensation on employee commitment; it indicates that if the compensation is raised and the longer the work duration, then the employee commitment is improved, specifically the one that is investigated in the current study. Fifth, work duration moderates perceived organizational support on employee commitment. Although a good perceived organisational support can improve employee commitment, the longer work duration is not necessarily improve employee commitment on the travel agency industries.

Based on the five conclusions, it is indicated that employees who have worked for longer period of time will strengthen the correlation between compensation and employee commitment; whereas the longer work duration is neither strengthen nor weaken the correlation between the perceived organizational support and employee commitment.

There are several recommendations based on the conclusions drawn in the current study. First, management division should pay more attention to the compensation for the employees, for they are motivated to be more committed if they get the compensation. Secondly, the perceived organizational support can improve the employees' commitment; therefore, the management division needs to find out what kind of organizational support they can provide to every employee to make them encourage themselves to be more committed to the organization.

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