

THE MEDIATION ROLE OF JOB SATISFACTION ON PERCEIVED ORGANIZATIONAL SUPPORT TOWARDS ORGANIZATIONAL COMMITMENT OF MALINI ULUWATU RESTAURANT EMPLOYEES

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Abstract: The objective of this research is to investigate and clarify how organizational commitment is influenced by perceived organizational support, utilizing job satisfaction to mediate this relationship. Through a quantitative methodology, this research intends to offer a deeper understanding of the mechanisms by which favorable organizational perceptions boost commitment via enhanced worker satisfaction. The empirical observation targeted 98 staff members of the Malini Uluwatu Seafood & Sunset Restaurant, employing a census or saturated sampling technique within a non-probability sampling framework. Data collection was carried out through interviews and questionnaires. The analysis technique used is Structural Equation Modeling (SEM) using the Partial Least Square (PLS) approach. The results of the analysis show that 1) perceived organizational support has a positive and significant effect on employee organizational commitment, 2) perceived organizational support has a positive and significant effect on employee job satisfaction, 3) job satisfaction has a positive and significant effect on employee organizational commitment, 4) job satisfaction mediates the effect of perceived organizational support on employee organizational commitment in a complementary partial. The implications of this study theoretically support the findings of previous studies through the perspective of Social Exchange Theory. The practical implications of this study provide policy references for organizational leaders and management to increase employee organizational commitment through perceived organizational support and job satisfaction.

Keywords: Social Exchange Theory; Organizational Commitment; Perceived Organizational Support; Job Satisfaction.

1. Introduction

Bali is a destination tourist Indonesia's flagship product which is reference development tourist national which has interesting Lots traveler domestic and international (Purwahita et al., 2021) . Activities increased tourism no only driven by the sector hospitality, but also triggered by the rapid development industry restaurant (Ahanu & Christofani, 2025).

Malini Uluwatu Seafood & Sunset Restaurant is a culinary destination in Bali, offering a variety of Balinese specialties, seafood, main courses, desserts, and

a wide variety of beverages. The sustainability of this culinary business depends heavily on the performance and quality of service provided by its staff. Based on preliminary findings from pre-survey interviews with ten staff members in the kitchen, service, and office divisions, issues were identified that indicate employee organizational commitment is still not at an optimal level. Employees no willing for still become part from Malini Uluwatu Seafood & Sunset Restaurant in term long and employees also do not willing for show his loyalty to Malini Uluwatu Seafood & Sunset Restaurant.

Condition this show low organizational commitment of employees. Organizational commitment can be understood as a form of psychological and emotional bond between employees and the institution where they work, based on trust and motivation to achieve shared goals (Stark et al., 2025) . This relationship pattern aligns with Social Exchange Theory, which emphasizes the existence of mutually beneficial reciprocal interactions between employers and employees. (Mahalaksmi & Suwandana, 2024) .

This theoretical approach emphasizes the individual decision-making process within social relationships, which is driven by an evaluation of the benefits (advantages) and negative consequences (losses) that will be received (Blau, 1964). Social exchange theory focus importance understand motivation employees and their relationships with achievement objective companies within carry out activity certain as reciprocal obligations between employee with superior (Aji & Khajar, 2025) . According to Adi Putranto et al. (2022) explain that exchange can happen if two split party between employees and companies capable give something matter between one each other, so that employee will give extra-role when has treated with both by the company and employees will tend for behave more positive to his company. Social exchange theory also explains that satisfaction work is necessary prerequisites for commitment organizational, because with response emotional a employee to place his work can cause the emergence of a sense of satisfaction work (Hertina & Mardi, 2021) . Employees who feel that his company give sufficient support like confession on contribution employees, then level satisfaction work employee will increased, so that improvement satisfaction work this is the end push employee for still committed in company (Paramita et al., 2020).

Perceived organizational support (POS) plays a crucial role in shaping employee commitment, as management appreciation serves as a form of reciprocity for the contributions and dedication staff have made to meeting the demands of their workplace (Amalia, 2020) . Companies that provide support tall to employee will give rise to a sense of duty from employee for increase his commitment to company, so that can increase objective company (Erwiansyah et al., 2022) . Purwono et al. (2023) state that POS has an influence positive and significant to worker organizational commitment. However, research conducted by Fikran et al. (2023) state that perceived organizational support influential negative and no significant to organizational commitment.

Furthermore, high levels of POS can stimulate job satisfaction; when the work environment is perceived as supportive by the company, staff internal motivation increases, leading to better work performance. (Noor & Jufrizen, 2023)

. Job satisfaction is something mental condition of a person employee about like or

no like to his work is influenced by his perceptions and expectations to work so that can influence behavior work employee (Candana et al., 2022) . Research conducted by Irfan & Hakim (2022) states that perceived organizational support has an influence positive and significant to job satisfaction. On the side another research conducted by Fata et al. (2024) state that perceived organizational support influential negative and no significant to job satisfaction, because interpretation and perception to support organization can varies between individual. According to Putra & Audria (2025) explains that satisfaction work play a role important as mechanism strengthening psychology connection between perceived organizational support with organizational commitment, which emphasizes that influence perceived organizational support towards organizational commitment no only nature straight away, but also work through employee job satisfaction.

Phenomena & research gaps that have been exposed, brought up gap important research for reviewed more further research this done for give base empirical for management Malini Uluwatu Seafood & Sunset Restaurant, in designing improvement strategies employee organizational commitment. The findings produced expected capable enrich understanding academic about connection perceived organizational support, organizational commitment, and job satisfaction, as well give contribution practical for development policy management source power man.

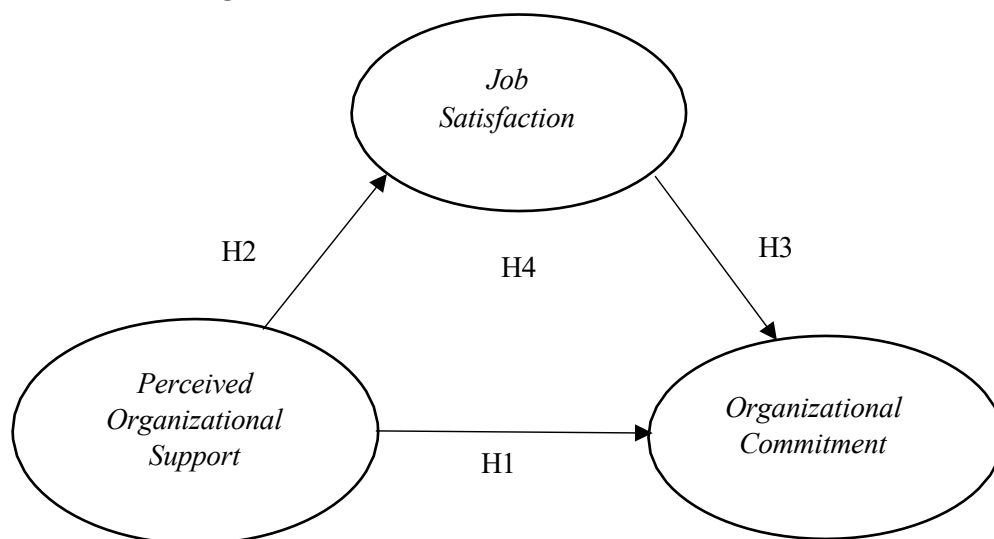


Figure 1. Framework Conceptual

Perceived organizational support is belief employee about to what extent the company value contribution and care to welfare employees (Sabir et al., 2022). Relationship between perceived organizational support with organizational commitment can explained by social exchange theory. Social exchange theory is reciprocal relationship between company with employees (Blau, 1964). Employees who feel supported in a way full by the company, then matter This can give birth to more perception positive to company and will have a sense of responsibility answer for contribute more as well as give commitment to company (Elamin, 2024) . Organizational commitment is level interest and loyalty a employee to company where matter this show how much close and loyal a employees, feel need for still

there, and feel own not quite enough moral responsibility for sustainability and success company (Rifki & Sesmiarni, 2025) . Employees no only willing for still stay in the company, but also give the best for his company through actions taken by employees, where matter the is form commitment organizational employee to company (Priatna & Budiani, 2021) .

Study previous studies conducted by Soyalin & Battal (2020) , Aprilani et al. (2021) , Pratiwi & Muzakki (2021) , Fatmawati & Azizah (2022) , Fajri et al. (2022) , Kristiyasari et al. (2023) , Sinaga et al. (2024) , Umami et al. (2024) , Philip (2024) , and Akbar (2024) indicates that perceived organizational support has an influence in a way positive and significant to organizational commitment. In study the explained that the more big level perceived organizational support from company, then the more high level too staff organizational commitment.

H₁ : Perceived Organizational Support influential positive and significant to Organizational Commitment

A company that values every contribution employees and care with his welfare, then will results in employees having a sense of commitment with company the as well as feel satisfied with work given by the company, so that will make things easier company for reach his success (Prastyo & Frianto, 2020) . Employees who feel that level support organization provided by the company high, then employee will feel more effective and less monoton when overcome repetitive work (Yu et al., 2021) . Research results previously state that perceived organizational support has an influence positive and significant to job satisfaction is indicated by a number of study empirical that is Bernardo et al. (2020) , Sarikaya & Kara (2020) , Stofberg et al. (2022) , Saputra et al. (2022) , Irfan & Hakim (2022) , Naini & Riyanto (2023) , Tjanturi et al. (2024) , Simanjuntak & Nawangsari (2024) , Wati et al. (2024) , and Fajri & Ayu (2025) . In study the explained that the more big level perceived organizational support from company, then Job satisfaction felt by employees will also the more increase.

H₂ : Perceived Organizational Support has an influence positive and significant to Job Satisfaction

Job satisfaction is look at fun job or no the fun felt by employees to his job (Arifin, 2024) . Nurlianti et al. (2023) , stated that beginning commitment a employee to his company originate from satisfaction employee that alone to his job, which is where if employee given award in the form of satisfaction work so good commitment can developed to respective companies. Study results the reinforced by research empirical evidence that shows that job satisfaction has an effect positive and significant to worker organizational commitment that is Bagus et al. (2021) , Kurniawan & Farisca (2021) , Wongsuwan et al. (2023) , Hngoi et al. (2023) , Lukyanto & Fauzi (2023) , Nurlianti et al. (2023) , Gienardy et al. (2024) , Noermijati et al. (2024) , Febriana & Prapunoto (2025) , and Muliati & R (2025) . In study the explained that the more tall level job satisfaction felt by employees, then level organizational commitment of employees will also increase.

H₃ : Job Satisfaction has an effect positive and significant to Organizational Commitment

Employees who have positive perception to support provided his company, will tend display attitude satisfied to her work (Paramita et al., 2020). Nurhidayah et al. (2022) stated that that the feeling of satisfaction experienced be one of reason for employee for want to come work, happy to his work, and not want to go out from work moment this. Job satisfaction has role important as variables mediation in influence perceived organizational support towards organizational commitment, which is where the more

positive perception employee will make employee want to still stay and remain maintain his work in a company that is accompanied by with the more satisfied employee in work (Purwono et al., 2023). Findings this also strengthened by research conducted by Diana & Satrya (2024) and Grace et al. (2025) who stated that recognized employees his contribution and is appreciated by the company, then employee will feel satisfied to his work which in the end can increase employee organizational commitment to company. In study the explained that the more the more big perceived organizational support from company, then employee job satisfaction will increase and eventually employee will still committed to company.

H₄ : Job Satisfaction mediates The Influence of Perceived Organizational Support on Organizational Commitment

2. Method

The approach applied in this research is quantitative with an associative causality design, which aims to examine the impact of perceived organizational support (X) on organizational commitment (Y) by placing job satisfaction as an intermediary or mediating variable. Data collection involved 98 respondents as a sample, where the determination used a non-probability sampling technique through a saturated sampling procedure (census). Furthermore, hypothesis testing was carried out through Structural Equation Modeling (SEM) analysis based on Partial Least Square (PLS) operated by the SmartPLS program version 4.1.

3. Result and Discussion

General Overview of Restoran Malini Uluwatu Seafood & Sunset

Malini Uluwatu Seafood & Sunset Restaurant, originally named Malini Agro Park, is a development of a modern agricultural and plantation business concept with an integrated modern system integrated with the development of environmentally conscious and community-based tourism. The development of the business concept based on environmental and community elements in its formation led Malini to the idea of ecotourism or ecotourism that would provide innovative and educational value for tourists. However, due to Covid-19, Malini Agro Park is no longer operating and has changed its name to Malini Uluwatu Seafood & Sunset Restaurant. Malini Uluwatu Seafood & Sunset Restaurant is a restaurant operating under the auspices of PT. Mahkota Malini Uluwatu which is located at Jalan Raya Malini No. 151 Karangboma, Pecatu, South Kuta District, Bali.

Explanation respondents this study delivered based on a number of characteristics, including type gender, age, position, department, and length of service. Information the presented in Table 1.

Table 1. Characteristics Respondents Study

No	Information	Classification	Amount (Person)	Percentage (%)
1	Sex	Man	66	67.3
		Woman	32	32.7
	Total		98	100
2	Age	20–30 Years	86	87.8
		31–40 Years	12	12.2
	Total		98	100
3	Position	Reservation	2	2.0
		Social Media Marketing	1	1.0
		Public Area	4	4.1
		Engineering	1	1.0
		Security	3	3.1
		Chef	1	1.0
		Cook	26	26.5
		Steward	5	5.1
		Bartender	14	14.3
		Waiter & Waitress	21	21.4
		Runner	9	9.2
		Guest Relation Officer	3	3.1
		Receptionist	4	4.1
		Cashier	4	4.1
Total		98	100	
4	Department	Office	7	7.1
		Kitchen	34	34.7
		Bar	14	14.3
		Service	43	43.9
Total		98	100	
5	Years of Service	8–17 Months	77	78.6
		18–27 Months	11	11.2
		28–37 Months	9	9.2
		38–48 Months	1	1.0
Total		98	100	

Source: Processed data, 2026

Table 1 shows the 98 employees of Malini Uluwatu Seafood & Sunset Restaurant who were used as research samples. If we look at from type gender, type sex man dominate with percentage by 67.3 percent, this indicates that work in Malini Uluwatu Seafood & Sunset Restaurant more need power work man than power work women. When viewed

from age, the 20-30 year old age group also dominates with percentage by 87.8 percent, which indicates that employee Malini Uluwatu Seafood & Sunset Restaurant own productive age in support activity they. If you look at from department, the dominant department is service with percentage by 43.9 percent, followed by with department kitchen with percentage by 34.7 percent which indicates that department the own important role in support operational restaurant and have proportion power more work big. If you look at it of work period, work period 8-17 months dominate in study this with percentage by 78.6 percent which indicates that employee Malini Uluwatu Seafood & Sunset Restaurant has employee with work period beginning until medium.

Table 2. Validity Test Results

Variables	Item	Outer Loading	Value Information
Perceived Organizational Support (X)	X1.1	0.860	Valid
	X1.2	0.876	Valid
	X1.3	0.855	Valid
Organizational Commitment (Y)	Y1.1	0.883	Valid
	Y1.2	0.904	Valid
	Y1.3	0.886	Valid
Job Satisfaction (Z)	Z1.1	0.916	Valid
	Z1.2	0.864	Valid
	Z1.3	0.926	Valid
	Z1.4	0.905	Valid
	Z1.5	0.834	Valid

Source: Processed data, 2026

Table 2 shows all instrument have mark more outer loadings from 0.70, then all variables used in study this worthy used as instruments study.

Table 3. Reliability Test Results

Variables	Cronbach's Alpha	Composite Reliability	Information
Perceived Organizational Support (X)	0.831	0.898	Reliable
Organizational Commitment (Y)	0.871	0.920	Reliable
Job Satisfaction (Z)	0.934	0.950	Reliable

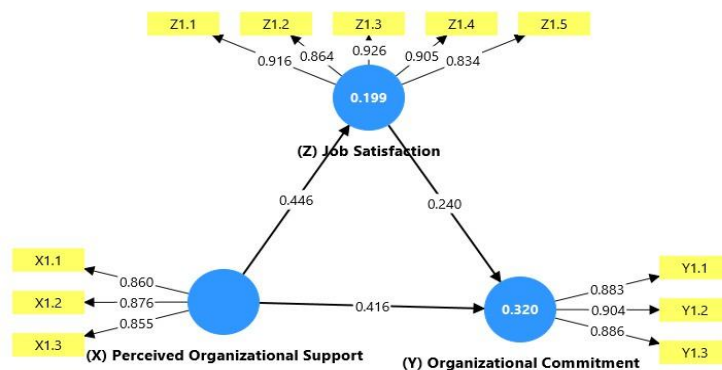
Source : Processed data, 2026

the reliability test in Table 3 show values above 0.70 shown in the results composite reliability. This show that all variables passed the reliability test so that questionnaire can used for do research. Variables perceived organizational support has the total average value is 3.69 with high criteria, indicating support from company is at a positive level, but not optimal. Improvement this can done with give activity discussion open with employee moment experience difficulty in work, so that employee feel assisted and appreciated by superiors.

Variables job satisfaction has average value of 3.53 with high criteria, indicating level employee job satisfaction is at a positive level, but not optimal. Improvement this can done with give reward for performance work employees, giving mentoring to employee when experience difficulty in his work, as well as give variation task new so that employee no feel bored.

Variables organizational commitment has average value of 3.66 with high criteria, indicating level organizational commitment is at a positive level, however not optimal. Improvement this can done with give appreciation for employee on performance that has been done, to do chat private with superior for give constructive feedback that can used as material evaluation for employees, giving appropriate incentives with performance employees, as well as give facility adequate welfare for employee.

Measurement model (outer model) is evaluated with test validity and reliability indicator. Validity tested with convergent validity as well as discriminant validity, while that for reliability tested with composite reliability for ensure internal consistency between indicators.



Measurement Model Path Diagram

Source : Processed data, 2026

Evaluation results outer model shows that all over indicators on variables perceived organizational support (X), job satisfaction (Z), and organizational commitment (Y) have outer loadings above 0.70, which means every indicator capable reflect the construction with good and fulfilling criteria validity convergent. This is show that contribution of each indicator to the construct it represents Enough strong. Besides that, value Average Variance Extracted (AVE) for third variables have also been fulfil threshold the minimum limit is more from 0.50. This indicates that more from 50 percent variance indicator can explained by the construct being measured, so that the model is stated own validity adequate convergence. In overall, findings This give strong foundation that instruments used in study has capable measure construct in a way consistent and worthy for used in structural model testing at the stage furthermore.

Table 4. Convergent Validity Test Results

Variables	Item	Outer Loading	Value Information
Perceived Organizational Support (X)	X1.1	0.860	Valid
	X1.2	0.876	Valid
	X1.3	0.855	Valid
Organizational Commitment (Y)	Y1.1	0.883	Valid
	Y1.2	0.904	Valid
	Y1.3	0.886	Valid

Variables	Item	Outer Loading	Value	Information
Job Satisfaction (Z)	Z1.1	0.916		Valid
	Z1.2	0.864		Valid
	Z1.3	0.926		Valid
	Z1.4	0.905		Valid
	Z1.5	0.834		Valid

Source : Processed data, 2026

Test results convergent validity shows that all over indicators on variables perceived organizational support, organizational commitment, and job satisfaction have mark outer loadings above 0.70. This means that each indicator own strong correlation with the construct being measured, so that it is valid in terms of convergent and feasible used for analysis advanced in the structural model.

Test results discriminant validity in Table 5 shows mark cross loading of each instrument more big from 0.70 compared to variables others, so that fulfil condition discriminant validity.

Table 5. Discriminant Validity Test Results

Item	Perceived Organizational Support (X)	Organizational Commitment (Y)	Job Satisfaction (Z)
X1.1	0.860	0.515	0.275
X1.2	0.876	0.465	0.467
X1.3	0.855	0.371	0.404
Y1.1	0.429	0.883	0.290
Y1.2	0.488	0.904	0.411
Y1.3	0.476	0.886	0.421
Z1.1	0.466	0.408	0.916
Z1.2	0.352	0.340	0.864
Z1.3	0.432	0.349	0.926
Z1.4	0.402	0.409	0.905
Z1.5	0.316	0.382	0.834

Source : Processed data, 2026

Table 6. Average Variance Extracted Test Results

Variables	Average Variance Extracted	Information
Perceived Organizational Support (X)	0,746	Valid
Job Satisfaction (Z)	0,792	Valid
Organizational Commitment (Y)	0,794	Valid

Source : Processed data, 2026

Table 6 shows analysis to mark Average Variance Extracted (AVE) shows that all over variables, namely perceived organizational support, organizational commitment, and

job satisfaction, have AVE score above 0.50. This means that each indicator capable represent the construction with good, so all over variables stated fulfil criteria validity convergent.

Table 7. R-Square Test Results

Variables	R-Square
Organizational Commitment (Y)	0,320
Job Satisfaction (Z)	0,199

R-square value of variable organizational commitment is 0.320 which can be interpreted as much as 32.0 percent construct organizational commitment is influenced by perceived organizational support and job satisfaction, while 68.0 percent other influenced by constructs outside the model. The R-square value for variables job satisfaction is 0.199 which can be interpreted as much as 19.9 percent construct job satisfaction is influenced by perceived organizational support, while 80.1 percent other influenced by the construct outside the model.

Testing inner model uses mark Q-square for evaluate how much both models have ability predictive. If mark Q-square exceeds 0, then the model is said to be own good predictive relevance. However, if mark Q-square less from 0, then the model does not own ability adequate predictive value. The Q-square value in study This more from number zero, so the model is stated have mark appropriate predictive. Calculation mark Q-square is presented as following :

$$\begin{aligned}
 Q^2 &= 1 - (1 - R1^2)(1 - R2^2) \\
 &= 1 - (1 - 0.320)(1 - 0.199) \\
 &= 1 - (0.680)(0.801) \\
 &= 1 - 0.544 \\
 &= 0.456
 \end{aligned}$$

Q-square results achieved is 0.456, meaning mark Q-square more from zero. The result of this Q-square show that 45.6% of the variation organizational commitment by perceived organizational support and job satisfaction, while 54.4% is explained by other variables that are not investigated in study this.

Table 8. Hypothesis Testing Results

Hypothesis Testing	Path Coefficient	STDEV	T-statistics	P-value	Information
Direct Effects					
Perceived Organizational Support -> Organizational Commitment	0,416	0,112	3,718	0,000	Significant
Perceived Organizational Support -> Job Satisfaction	0,446	0,088	5,085	0,000	Significant

Job Satisfaction -> Organizational Commitment	0,240	0,103	2,328	0,020	Significant
Indirect Effects					
Perceived Organizational Support -> Job Satisfaction -> Organizational Commitment	0,107	0,053	2,036	0,042	Significant

Source : Processed data, 2026

Discussion of Research Results

The Effect of Perceived Organizational Support on Organizational Commitment

Analysis results perceived organizational support towards employee organizational commitment show mark coefficient track of 0.416 and the value p-value of 0.000, which means mark the p-value more small from alpha value of 0.05 ($p\text{-value} < \alpha$). This result show that perceived organizational support has an influence positive and significant to organizational commitment of employees. Companies that value contribution, dedication, and loyalty employees, then will cause height organizational commitment employee to company, so that employee will choose for still work in a company and not own desire for leave company the research results this support study previously carried out by Aprilani et al. (2021), Fajri et al. (2022), and Ahmad et al. (2023).

The Effect of Perceived Organizational Support on Job Satisfaction

Analysis results perceived organizational support towards employee job satisfaction show mark coefficient track of 0.446 and the value p-value of 0.000, which means mark the p-value more small from alpha value of 0.05 ($p\text{-value} < \alpha$). This result show that perceived organizational support has an influence positive and significant to employee job satisfaction. Employees who are supported by their superiors and also given awards by the company, will result in employee the become more satisfied to superiors and their work, so that employee will try do useful things for the company. Research results this support study previously carried out by Stofberg et al. (2022), Irfan & Hakim (2022), and Tjanturi et al. (2024).

The Effect of Job Satisfaction on Organizational Commitment

Analysis results job satisfaction towards employee organizational commitment show mark coefficient track of 0.240 and the value p-value of 0.020, which means mark the p-value more small from alpha value of 0.05 ($p\text{-value} < \alpha$). This result show that job satisfaction has an effect positive and significant to organizational commitment of employees. Employees who feel satisfied with his job tend will maintain his job in the company, so that can increase employee organizational commitment in a way maximum. Research results this support study previously carried out by Bagis et al. (2021), Wongsuwan et al. (2023), and Hngoi et al. (2023).

The Role of Job Satisfaction in Mediating the Effect of Perceived Organizational Support on Organizational Commitment

Analysis results influence no direct show mark coefficient track of 0.107 and the

value p-value of 0.042, where mark the p-value more small from alpha value of 0.05 ($p\text{-value} < \alpha$). This result show that job satisfaction can become variables mediation between perceived organizational support towards organizational commitment. Job satisfaction plays a role important as variables mediation that can strengthen reciprocal relationship between company with employees. Employees who have given support, attention, and assistance when experience difficulty in his work, will result in employee feel more appreciated, comfortable, and satisfied in work. Employees who have feel satisfied in work, will make achievement maximum organizational commitment among employees, because employee own more desires strong for still be inside company, where this in line with social exchange theory which is reciprocal relationship between employee with the company. Research results this support study previously carried out by Nurhidayah et al. (2022), Purwono et al. (2023), and Diana & Satrya (2024).

Research result this indicates that when employee given support and appreciation from his superiors, then employee will feel satisfied inside work, so that employee no own desire for leave company and looking for work at another company which ultimately can increase employee organizational commitment to his company. Relationship between perceived organizational support and organizational commitment no only happen in a way directly, but also through role job satisfaction as mechanism mediation.

4. Conclusions and Suggestions

This study conclude that perceived organizational support has an influence positive and significant to organizational commitment and employee job satisfaction Malini Uluwatu Seafood & Sunset Restaurant. Other than that, job satisfaction is also proven own influence significant to organizational commitment and mediation in a way partial included in type complementary partial mediation, which shows that perceived organizational support remains influential direct to organizational commitment and also has an influence no direct through job satisfaction.

Management Malini Uluwatu Seafood & Sunset Restaurant is recommended for increase perceived organizational support through activity discussion open with employee moment experience difficulty in work, so that employee feel assisted and appreciated by superiors. Malini Uluwatu Seafood & Sunset Restaurant is also recommended for increase employee job satisfaction with give mentoring to employee when experience difficulty in his work and provide variation task new so that employee no feel bored. On the side in addition, Malini Uluwatu Seafood & Sunset Restaurant also needs increase employee organizational commitment with give appropriate incentives with performance employees and facilities adequate welfare for employees, so that employee more committed to company and not own desire for leave company. From the side employee Malini Uluwatu Seafood & Sunset Restaurant can increase organizational commitment with help colleague work outside from job description especially during rush hour, where matter this will build environment supportive work so that in the end will strengthen commitment employee for still stay inside team.

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