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ORIGINAL ARTICLE

Perceived Organizational Support, Employee Satisfaction and Organizational Commitment among Bottled-Water Manufacturing Employees in South Kalimantan, Indonesia: A PLS-SEM Study

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ABSTRACT

Background: Manufacturers in regional Indonesia face retention challenges as wages change and promotion opportunities remain limited. Evidence on perceived organizational support (POS), satisfaction, and commitment in Kalimantan manufacturing is limited.

Objective: To estimate associations of POS with employee satisfaction (ES) and organizational commitment (OC), and the share of the POS–OC association statistically accounted for by ES.

Methods: In a cross-sectional census, all 114 permanent employees of a bottled-water manufacturer in Tanah Laut, South Kalimantan, completed an online survey. Partial least squares structural equation modeling (SmartPLS 4) used percentile bootstrapping. Supplementary analyses examined discriminant validity, uncertainty, and sensitivity to confounding.

Results: Participants were 72.8% male and 92.1% aged 18–31 years. POS was associated with ES (β = 0.742, 95% CI 0.638–0.835, f^2 = 1.226) and OC (β = 0.331, 95% CI 0.130–0.552, p = 0.001). ES was associated with OC (β = 0.544, 95% CI 0.370–0.724). R^2 was 0.551 for ES and 0.673 for OC. The indirect effect was 0.404 (95% CI 0.264–0.553), representing 55.0% of the total. ES and OC overlapped (α-disattenuated r = 0.897) and failed the Fornell–Larcker criterion. In the sensitivity model, a residual correlation of 0.538 reduced the indirect estimate to zero.

Conclusion: Greater perceived support was associated with greater satisfaction and commitment. Construct overlap and the cross-sectional design warrant longitudinal, multisource research. Promotion transparency and fair pay warrant evaluation.

All authors approved the final version of the manuscript.

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1. Introduction

Staff turnover is a recurring cost for manufacturers in emerging economies. Replacing trained workers interrupts production, raises recruitment and training expenditure and erodes the practical knowledge that supports production quality. Meta-analytic evidence identifies work attitudes as among the strongest predictors of turnover intention: job satisfaction and affective organizational commitment outrank demographic characteristics in public-sector samples,[1] and the associations of satisfaction and commitment with turnover intention are medium to large across Asian, Oceanian and African studies.[2] For manufacturers that grow quickly in regional labor markets, these attitudes are therefore not soft outcomes but determinants of operational continuity.

Organizational support theory offers a parsimonious account of how such attitudes form. Employees develop a global belief, perceived organizational support (POS), about the extent to which the organization values their contributions and cares about their well-being, and they reciprocate favorable treatment with positive attitudes and effort. Recent field studies show that gratitude, in addition to felt obligation, transmits POS into affective commitment, job satisfaction and extra-role performance,[3] and that human-resource systems are a principal source of POS when employees identify the human-resource function with the organization itself.[4] Longitudinal work links POS to subsequent changes in affective commitment and well-being[5] and to flourishing one year later.[6] Across settings as different as casinos, universities, nonprofits and service firms, POS predicts organizational or affective commitment,[7–10] and satisfaction is repeatedly proposed as the attitudinal bridge between support and commitment.[11]

Two unresolved issues limit the use of this evidence for workforce policy. First, the causal ordering of satisfaction and commitment is contested. A meta-analysis of cross-lagged studies found reciprocal and heterogeneous effects between the two attitudes, with their ordering depending on how commitment is conceptualized and when it is measured.[12] A comparative meta-analysis spanning more than 1,400 studies further showed that affective commitment, organizational identification, job embeddedness and POS are strongly intercorrelated and share almost identical nomological networks, raising the possibility of empirical redundancy among employee–organization bond constructs.[13] Studies that model satisfaction as a mediator between support and commitment therefore need to show that the two attitudes are empirically distinguishable before interpreting the mediated path. Second, the Indonesian evidence base is concentrated in services, the civil service, education and Java-based firms. A meta-analysis of 26 Indonesian studies (2,460 employees) found a pooled correlation of 0.364 between POS and performance,[14] and Indonesian studies of teachers, civil servants, television reporters and multi-industry samples confirm that POS shapes well-being, satisfaction and work attitudes,[15–18] yet manufacturing workforces outside Java remain rarely studied.

Pay and promotion are central to this context. Indonesian wage-setting relies on provincial minimum wages, which have raised the earnings of low-paid workers without

aggregate employment loss in Java[19] and have reduced food insecurity among households of formal workers,[20] while the 2020 Omnibus Law revised the rules by which minimum wages are set and labor protections are enforced.[21] Within firms, statutory wage floors interact with allowances, overtime pay and career ladders, and facet-level studies show that pay and promotion are among the most consistent determinants of job satisfaction.[22,23] At the company studied here, PT. Panen Embun Kemakmuran, a bottled drinking-water manufacturer in Tanah Laut Regency, South Kalimantan, the adjustment of base pay to the minimum wage was accompanied, according to company information, by the withdrawal of a meal allowance, and a preliminary observation of employees pointed to dissatisfaction with promotion opportunities and pay. The firm's brand has expanded rapidly from South to Central Kalimantan, so its workforce is young, operationally concentrated in logistics and production, and exposed to a regional labor market with alternative employers. Employment relations in such firms are therefore a question of labor policy and regional social change as much as of human-resource management: how employees interpret wage-floor compliance, allowances and career prospects shapes whether industrial growth outside Java produces stable local employment.

Young workforces add a further dimension. Generation Z employees report quiet-quitting intentions when organizational conditions disappoint them,[24] job-hopping among young marketing employees is driven by affective commitment and turnover intention,[25] and employee-oriented social responsibility influences whether new-generation employees stay or leave.[26] If support, satisfaction and commitment operate as organizational support theory predicts, a company with a predominantly young workforce should be able to influence retention through visible support practices rather than through wages alone.

The retention value of POS has been documented directly. POS reduced the turnover intention of frontline health personnel, with the effect moderated by age,[27] raised psychological ownership and lowered turnover intention among employees of Chinese enterprises,[28] and mediated the effect of leader–member exchange on turnover intention and presenteeism in high-technology manufacturing firms in Taiwan.[29] Among private-hospital nurses, POS moderated the influence of leadership styles on turnover intention,[30] and in information-technology firms in Pakistan and Saudi Arabia it improved employee performance.[31] In Indonesia, satisfaction and commitment shaped the performance of employees in sharia property companies[32] and, together with affective commitment, transmitted the effect of transformational leadership on the citizenship behavior of 224 officers in a maximum-security prison.[33] These studies establish that support and attitudes matter for behavior, but most were conducted in services or in large organizations with formal career structures, rather than in regional manufacturers whose promotion paths are short and whose wage structures are anchored to statutory minimums.

This study therefore examined a complete workforce census of a Kalimantan bottled-water manufacturer. Its objectives were to estimate (i) the effect of POS on employee satisfaction (ES), (ii) the direct effect of POS on organizational commitment (OC), (iii) the effect of ES on OC, and (iv) the proportion of the POS–OC association transmitted through ES, while explicitly testing whether ES and OC are empirically distinguishable and how robust the estimates are to unmeasured confounding. By linking these attitudes to wage-floor adjustments and career structures in a regional manufacturer, the study also contributes to research on employment relations and labor-market change in Indonesia's outer islands. The hypotheses were: H1, POS is positively related to OC; H2, POS is positively related to ES; H3, ES is positively related to OC; and H4, ES mediates the relationship between POS and OC. The conceptual model is shown in Figure 1.

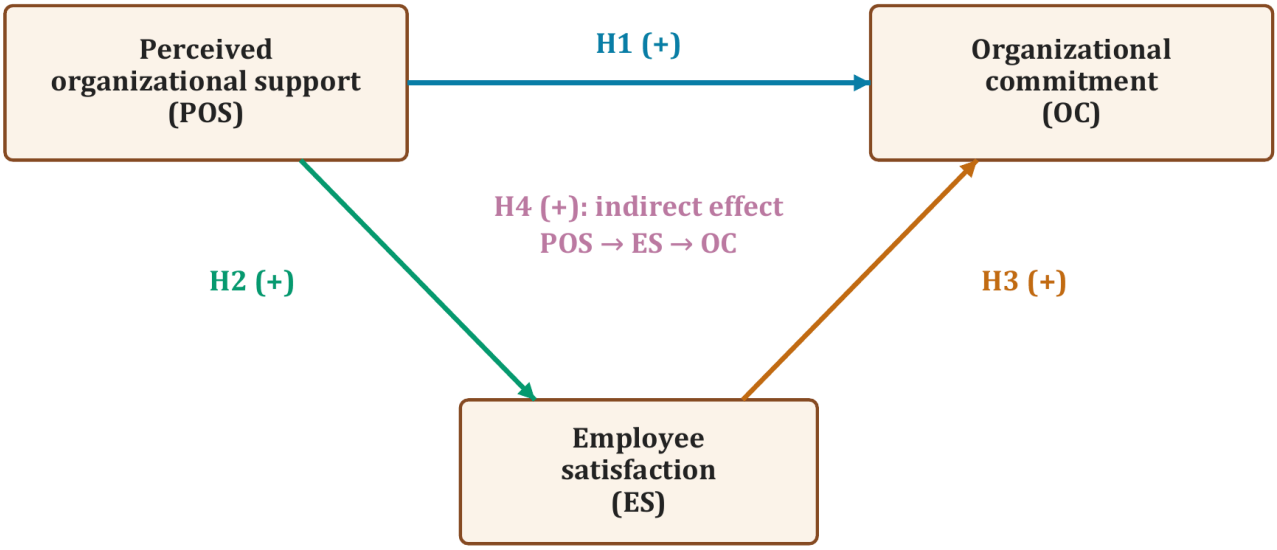


Figure 1. Conceptual model and hypotheses. POS, perceived organizational support; ES, employee satisfaction; OC, organizational commitment. H1–H3 are direct paths; H4 is the indirect effect of POS on OC through ES.

2. Methods

2.1. Study design and setting

The study used a cross-sectional, correlational survey design and is reported following the Strengthening the Reporting of Observational Studies in Epidemiology (STROBE) recommendations for cross-sectional studies, adapted to organizational research. The setting was PT. Panen Embun Kemakmuran, a bottled drinking-water (*air minum dalam kemasan*, AMDK) manufacturer located on Jl. A. Yani, Nusa Indah Village, Bati-Bati District, Tanah Laut

Regency, South Kalimantan, Indonesia. The company was established on 30 May 2014 and markets its product under the brand Ombe across South and Central Kalimantan. Its operations comprise raw-water treatment, bottling and gallon filling, quality control, warehousing and a distribution fleet, so that most employees work in production and logistics roles involving physical handling of filled gallons and cartons, machine operation and delivery schedules. The survey was administered in 2026, after ethical approval, through an online questionnaire distributed via Google Forms to all permanent employees.

2.2. Participants, sampling, and data sources

The target population was all permanent employees of the company (N = 114). Because the population was small and fully enumerable from personnel records, a census (saturated sampling) was used: every permanent employee was invited and all 114 completed the questionnaire, giving an analytical sample of n = 114 with no missing responses; no questionnaire was excluded. Contract and daily workers were not part of the permanent workforce and were not invited. Respondent characteristics recorded were sex, age band, length of service and division, using the categories of the company's personnel records. Before the survey, a preliminary observation was conducted among 10 employees drawn from the same permanent workforce, who rated five facets of job satisfaction—the work itself, pay, promotion opportunities, supervision and coworkers—as either satisfying (2) or dissatisfying (1). These ratings describe the study context and did not enter the structural model; working conditions, the sixth facet of the satisfaction construct, was not rated in the preliminary observation.

The adequacy of the census for the structural model was evaluated in two ways. Using the inverse square-root method, the minimum sample size required to detect the smallest path coefficient in the model at the 5% level is $(2.486/\beta_{min})^2$; with $\beta_{min} = 0.331$ this gives n = 56. Post-hoc power was computed from the non-central F distribution for each path's f^2, and the minimum detectable effect at 80% power was derived for a model with two predictors and n = 114.

2.3. Variables, instruments, and procedures

Three reflective constructs were measured with Likert-type agreement items adapted to the company context. POS was measured with indicators derived from organizational support theory: the organization values employees' contributions, appreciates extra effort, attends to complaints and difficulties, cares about well-being, informs employees when performance falls short, cares about their satisfaction, shows concern for them and takes pride in their accomplishments.[3,4] OC was measured with indicators of its three components: affective commitment (belief in and acceptance of the organization's goals and values, loyalty, willingness to exert effort), continuance commitment (weighing the benefits of staying against the costs of leaving) and normative commitment (a sense of obligation and responsibility for advancing the organization).[34] ES was measured with indicators of the classic facets of job satisfaction: the work itself, pay, promotion opportunities, supervision, coworkers and working conditions.[23] Item wording was reviewed with the company's human-resource department for clarity before distribution. Construct scores were estimated as weighted composites of their indicators in the measurement model, and reliability and validity were evaluated at the construct level from Cronbach's α, the AVE and the latent correlations.

2.4. Data analysis

Respondent characteristics were summarized as counts and percentages with 95% Wilson score confidence intervals (CI); the sex ratio was compared with parity using an exact binomial test and Cohen's h. Pilot facet ratings were compared with Cochran's Q test with complete enumeration of the exact conditional distribution given each employee's number of satisfied facets, followed by exact McNemar tests for all ten facet pairs with Holm adjustment. Descriptive tabulation used IBM SPSS Statistics.

The structural model was estimated with partial least squares structural equation modeling (PLS-SEM) in SmartPLS 4, which is suited to composite-based prediction-oriented models with moderate sample sizes.[35,36] Internal-consistency reliability was assessed with Cronbach's α (threshold 0.70) and convergent validity with the average variance extracted (AVE, threshold 0.50). Discriminant validity was evaluated first with the Fornell–Larcker criterion, which requires the correlation of each pair of constructs to be smaller than the square root of the AVE of both constructs, and then with correlation-based evidence following current guidance.[37,38] Because the heterotrait–monotrait ratio equals the correlation corrected for attenuation under tau-equivalent measurement, the latent correlation of each pair was disattenuated with Cronbach's α (Equation 1), and values above 0.85 or 0.90 and intervals approaching 1 were treated as evidence of insufficient discrimination.

$$\rho_{ij} = \frac{r_{ij}}{\sqrt{\alpha_i \alpha_j}} \quad (1)$$

In Equation 1, r_{ij} is the latent correlation between constructs i and j and α_i and α_j are their Cronbach's α coefficients. The disattenuated value estimates the correlation that would be observed between perfectly reliable measures of the two constructs; when it approaches 1 the two constructs cannot be distinguished empirically, and when it exceeds 0.85 the constructs are usually considered conceptually close enough to warrant caution in interpreting paths between them.[37]

Path coefficients, t statistics, p values and 95% CI were obtained by percentile bootstrapping in SmartPLS 4 with the software's default bootstrap configuration and two-tailed tests; p values were derived from the bootstrap t statistics. Because the PLS inner model consists of least-squares regressions of standardized construct scores, the standardized coefficients of the mediation model are exact functions of the three latent correlations (Equation 2); these expressions were used to compute the least-squares standard errors, partial correlations and the explained variance of each endogenous construct.

$$c' = \frac{r_{PO} - r_{PE} r_{EO}}{1 - r_{PE}^2}, \quad b = \frac{r_{EO} - r_{PE} r_{PO}}{1 - r_{PE}^2} \quad (2)$$

In Equation 2, c' and b are the standardized effects of POS and ES on OC and r_{PE}, r_{PO} and r_{EO} are the latent correlations of POS with ES, POS with OC and ES with OC; the standardized effect of POS on ES is $a = r_{PE}$, and the explained variance of OC is $R^2_{OC} = c' r_{PO} + b\, r_{EO}$. The f^2 of a predictor was computed as $(R^2_{included} - R^2_{excluded})/(1 - R^2_{included})$, and adjusted R^2 as $1 - (1 - R^2)(n - 1)/(n - k - 1)$, where k is the number of predictors of the endogenous construct. Because the bootstrap standard error of a PLS path reflects both sampling error and the re-estimation of indicator weights in each resample, it is usually somewhat larger than the least-squares standard error; both are reported so that readers

can judge the contribution of the measurement model to the uncertainty of each path.

Effect sizes were reported as Cohen's f^2, with 0.02, 0.15 and 0.35 indicating small, medium and large effects, and explained variance (R^2) was interpreted with the thresholds 0.25, 0.50 and 0.75. Mediation was evaluated with the bootstrapped indirect effect,[35] complemented by the Sobel test and by a Monte Carlo confidence interval (10^6 draws of the a and b paths from normal distributions with standard errors equal to β/t from the bootstrap). The proportion mediated was expressed as the variance accounted for (VAF) in Equation 3, with values between 20% and 80% denoting partial mediation.

$$VAF = \frac{a \times b}{c\prime + a \times b} \times 100\% \quad (3)$$

The Sobel statistic was computed as $z = ab/\sqrt{(b^2 SE_a{}^2 + a^2 SE_b{}^2)}$. Because the sampling distribution of the product ab is skewed, the Sobel test was treated as a supplementary check, and inference on the indirect effect relied on the bootstrap and Monte Carlo intervals, which do not assume normality of the product.[35]

To quantify sampling uncertainty in quantities that are nonlinear functions of the correlations—disattenuated correlations, R^2, the indirect effect and the VAF—the latent correlation matrix was resampled 200,000 times from its Wishart sampling distribution with n − 1 = 113 degrees of freedom, and the 2.5th and 97.5th percentiles of each quantity were reported as 95% intervals. This parametric approach assumes approximately multivariate normal construct scores, a reasonable approximation for composites formed from many Likert-type indicators. The Monte Carlo interval for the indirect effect assumes that the sampling errors of a and b are independent, as they are when the two paths are estimated in separate regressions.

Two sensitivity analyses addressed unmeasured confounding, the principal threat to causal readings of cross-sectional mediation. For each path, the robustness value of Cinelli and Hazlett was computed from the least-squares t statistic (Equation 4), where $f = |t|/\sqrt{df}$; it is the minimum share of residual variance of both predictor and outcome that an omitted confounder would have to explain to reduce the estimate to zero, and a version at α = 0.05 gives the share needed to make the estimate non-significant.[39] For the indirect effect, the sensitivity parameter ρ of the sequential-ignorability framework—the correlation between the residuals of the mediator and outcome equations induced by an unmeasured common cause of satisfaction and commitment—was varied from −0.9 to 0.9, and the value of ρ at which the indirect effect reaches zero was identified (Equation 5).[40]

$$RV = \frac{1}{2}\left(\sqrt{f^4 + 4f^2} - f^2\right), \quad f = \frac{|t|}{\sqrt{df}} \quad (4)$$

$$\delta(\rho) = \frac{a\sigma_2}{\sigma_1}\left(\tilde{\rho} - \rho\sqrt{\frac{1-\tilde{\rho}^2}{1-\rho^2}}\right) \quad (5)$$

Here σ_1 and σ_2 are the residual standard deviations of the mediator and of the outcome regressed on POS, and $\tilde{\rho}$ is the observed correlation between those residuals, which equals the partial correlation of ES and OC given POS (0.538). The closed form assumes linear mediator and outcome models without a POS × ES interaction. All tests used a two-sided α of 0.05. The manuscript reports p values to three decimal places. The supplementary computations (Wishart and Monte Carlo resampling, robustness values, mediation sensitivity and power) were scripted in Python 3 (NumPy, SciPy and statsmodels); a generative artificial-intelligence assistant was used to help write this code, which the authors verified against the SmartPLS output.

2.5. Ethical considerations

The study protocol was approved by the Ethics Committee of Enigma Institute Indonesia (reference no. 2026/298). Participation was voluntary; the first page of the online questionnaire explained the purpose of the study, the right to decline or withdraw without consequences for employment, and the confidentiality of responses, and employees gave informed consent before answering. No names or employee identification numbers were collected, responses were analyzed only in aggregate, and individual answers were not shared with company management. The study was conducted in accordance with the principles of the Declaration of Helsinki.

3. Results

3.1. Respondent characteristics

All 114 permanent employees participated. As detailed in Table 1, 83 were men (72.8%, 95% CI 64.0–80.1), a predominance that differed clearly from parity (exact binomial $p < 0.001$; Cohen's $h = 0.47$). The workforce was young: 105 employees (92.1%, 95% CI 85.7–95.8) were aged 18–31 years, 8 (7.0%) were aged 32–45 years and one was aged 46–59 years. Length of service was bimodal, with 36 employees (31.6%) employed for less than 2 years and 51 (44.7%) for 3.7–5.4 years; 55 employees (48.2%, 95% CI 39.3–57.3) had served at least 3.7 years. Logistics (46; 40.4%) and production (23; 20.2%) together accounted for 60.5% of the workforce, followed by quality control (13; 11.4%). The distributions are shown in Figure 2.

Table 1. Characteristics of the 114 permanent employees of PT. Panen Embun Kemakmuran (census).

Characteristic	Category	n	%	95% CI (Wilson)
Sex	Male	83	72.8	64.0–80.1
	Female	31	27.2	19.9–36.0
Age (years)	18–31	105	92.1	85.7–95.8
	32–45	8	7.0	3.6–13.2
	46–59	1	0.9	0.2–4.8
Length of service	<2 years	36	31.6	23.8–40.6
	2–3.6 years	23	20.2	13.8–28.5

Characteristic	Category	n	%	95% CI (Wilson)
	3.7–5.4 years	51	44.7	35.9–53.9
	>5.4 years	4	3.5	1.4–8.7
Division	Logistics	46	40.4	31.8–49.5
	Production	23	20.2	13.8–28.5
	Quality control	13	11.4	6.8–18.5
	Accounting and finance	8	7.0	3.6–13.2
	Plant management	7	6.1	3.0–12.1
	HRD and general affairs	5	4.4	1.9–9.9
	Finished-goods warehouse	4	3.5	1.4–8.7
	Maintenance	4	3.5	1.4–8.7
	Marketing	3	2.6	0.9–7.5
	Information technology	1	0.9	0.2–4.8

Note. Percentages are of n = 114. CI, confidence interval (Wilson score method). Length-of-service bands follow the company's personnel records; the upper band is >5.4 years. Sex ratio versus parity: exact binomial p < 0.001, Cohen's h = 0.47. Service ≥3.7 years: 55 employees (48.2%, 95% CI 39.3–57.3). Logistics and production combined: 69 employees (60.5%). HRD, human resource development.

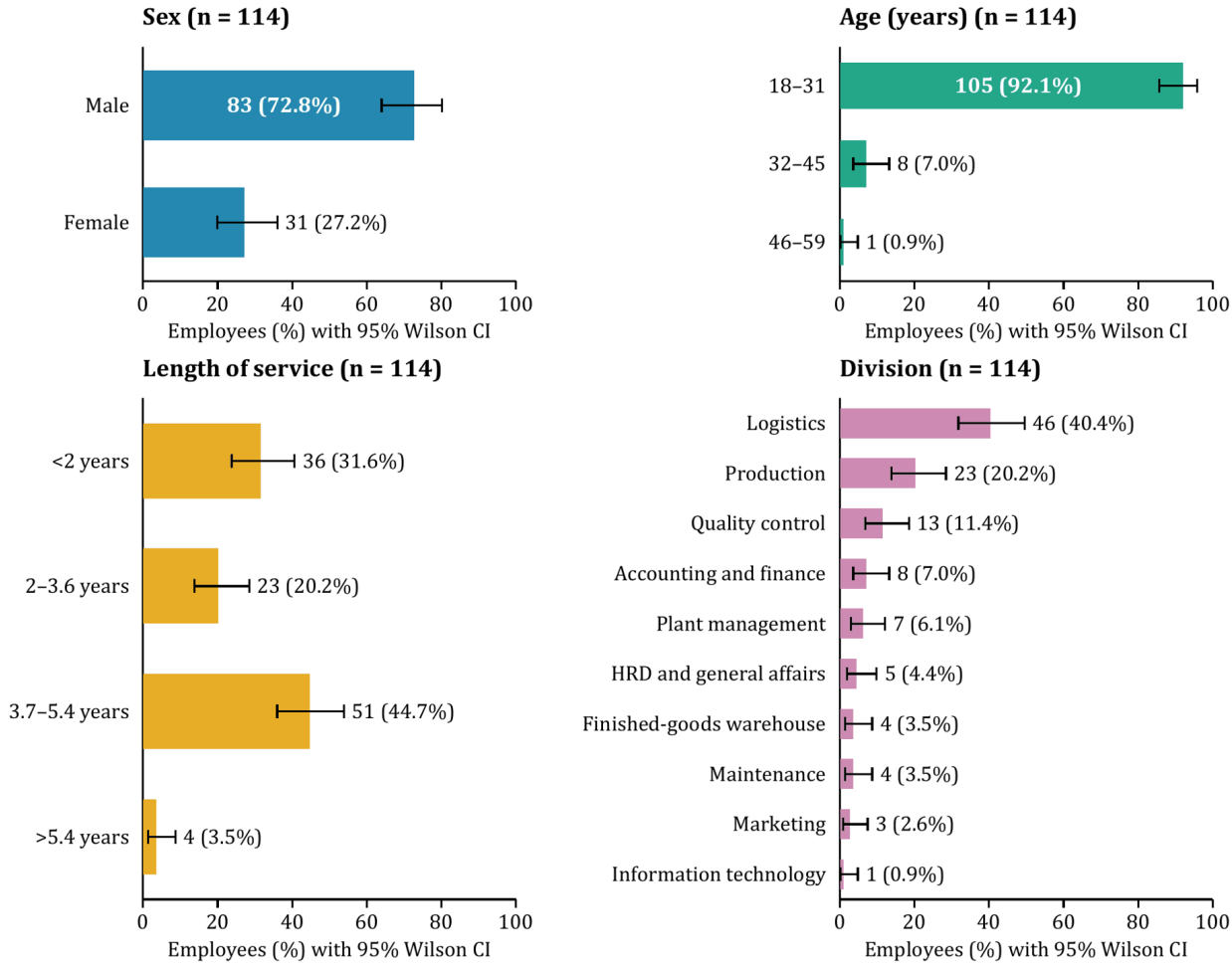


Figure 2. Characteristics of the 114 permanent employees by sex, age band, length of service and division. Bars show percentages; whiskers show 95% Wilson confidence intervals; labels give counts and percentages.

3.2. Preliminary observation of satisfaction facets

Among the 10 employees in the preliminary observation, satisfaction differed across facets, as detailed in Table 2. Eight of ten were satisfied with the work itself and seven with supervision and with coworkers, whereas three were satisfied with pay and none with promotion opportunities (0%, 95% CI 0.0–27.8). Cochran's Q was 17.04 (df = 4, exact $p < 0.001$). With only ten respondents, no single pairwise contrast remained significant after Holm adjustment; the smallest adjusted p was 0.078, for promotion opportunities versus the work itself. The facet profile is shown in Figure 3.

Table 2. Preliminary observation of five job-satisfaction facets among 10 employees.

Satisfaction facet	Total score (range 10–20)	Satisfied, n/10	% satisfied (95% CI)	Holm-adjusted p vs promotion
Work itself	18	8	80 (49.0–94.3)	0.078
Pay	13	3	30 (10.8–60.3)	1.000
Promotion opportunities	10	0	0 (0.0–27.8)	Reference
Supervision	17	7	70 (39.7–89.2)	0.141
Coworkers	17	7	70 (39.7–89.2)	0.141

Note. Each employee rated each facet as 1 (dissatisfied) or 2 (satisfied); totals are the sum of the 10 ratings. Cochran's Q = 17.04 (df = 4), exact conditional p <0.001 (asymptotic p = 0.002). Pairwise comparisons are exact McNemar tests with Holm adjustment across all 10 facet pairs; all pairs not involving promotion had Holm-adjusted p ≥ 0.875. CI, confidence interval (Wilson score).

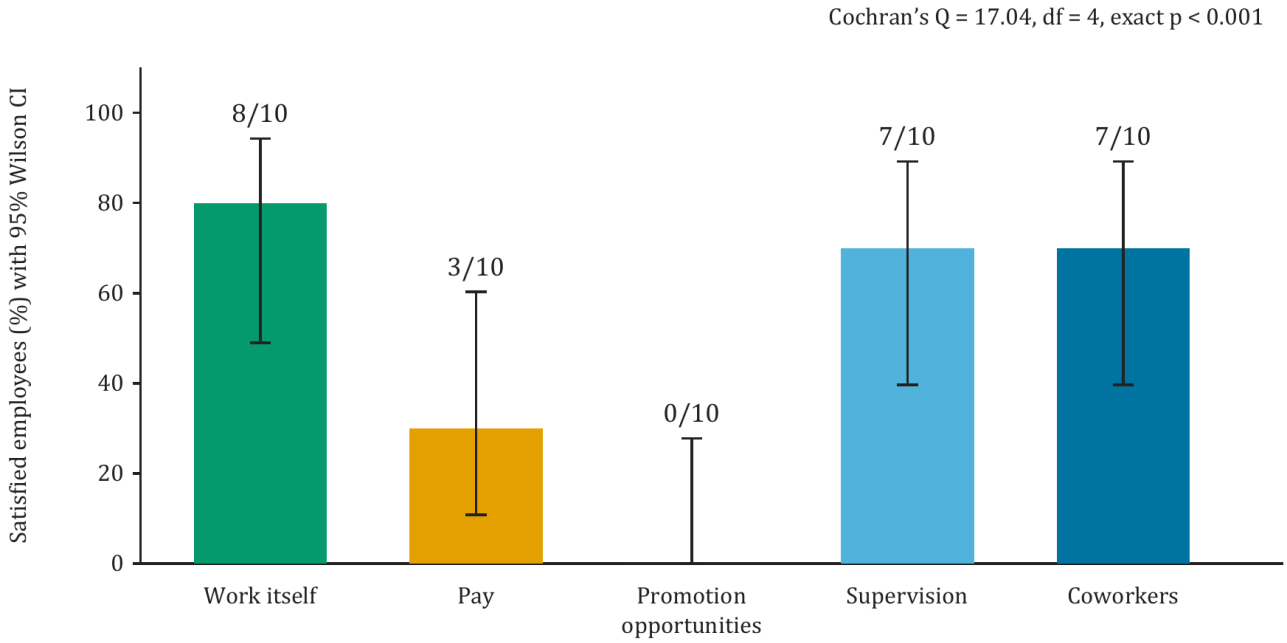


Figure 3. Preliminary observation of five job-satisfaction facets among 10 employees. Bars show the percentage rating the facet as satisfying with 95% Wilson confidence intervals; labels give counts. Cochran's Q tests equality across facets.

At the respondent level, the number of facets rated as satisfying ranged from one to four (median two); no employee was satisfied with all five facets. Total ratings across facets ranged from 6 to 9 of a possible 10, and the two employees with the highest totals were satisfied with every facet except promotion. Pay was the only facet other than promotion with which most employees were dissatisfied (seven of ten).

3.3. Measurement model

All constructs met the reliability and convergent-validity thresholds, as detailed in Table 3. Cronbach's α was 0.912 for POS, 0.885 for OC and 0.877 for ES, and the AVE was 0.622, 0.525 and 0.505, respectively. Discriminant validity was weaker. The latent correlation between ES and OC was 0.790 (95% CI 0.709–0.850), exceeding the square root of the AVE of both constructs (0.711 and 0.725); the correlations of POS with ES (0.742) and with OC (0.735) exceeded the square root of the AVE of ES and of OC, respectively, so the Fornell–Larcker criterion was not met for any pair. After correction for attenuation, the correlations were 0.830 for POS–ES (95% interval 0.724–0.912), 0.818 for POS–OC (0.711–0.902) and 0.897 for ES–OC (0.807–0.966). All upper limits were below 1, so no pair was empirically indistinguishable, but the ES–OC correlation exceeded 0.85 in 86.5% of the resampled matrices and 0.90 in 48.1%, indicating substantial overlap between satisfaction and commitment. Figure 4 displays the correlations against the √AVE values and the 0.85 and 0.90 cut-offs.

Table 3. Reliability, convergent validity and discriminant validity of the three constructs.

Construct / pair	AVE	√AVE	Cronbach's α	Latent *r* (95% CI)	α-disattenuated *r* (95% interval)	Fornell–Larcker
Perceived organizational support (POS)	0.622	0.789	0.912	—	—	—
Organizational commitment (OC)	0.525	0.725	0.885	—	—	—
Employee satisfaction (ES)	0.505	0.711	0.877	—	—	—

Construct / pair	AVE	√AVE	Cronbach's α	Latent *r* (95% CI)	α-disattenuated *r* (95% interval)	Fornell–Larcker
POS–ES	—	—	—	0.742 (0.646–0.815)	0.830 (0.724–0.912)	Not met (0.742 > 0.711)
POS–OC	—	—	—	0.735 (0.637–0.809)	0.818 (0.711–0.902)	Not met (0.735 > 0.725)
ES–OC	—	—	—	0.790 (0.709–0.850)	0.897 (0.807–0.966)	Not met (0.790 > 0.725, 0.711)

Note. AVE, average variance extracted. Latent r is the correlation of the PLS construct scores; 95% CI by Fisher's z. α-disattenuated r = r/√(αα$_j$), which equals the heterotrait–monotrait ratio under tau-equivalent measurement; its 95% interval is the 2.5th–97.5th percentile over 200,000 Wishart draws of the correlation matrix (n = 114). Fornell–Larcker requires the correlation of a pair to be smaller than the √AVE of both constructs; the excess of the correlation over the smaller √AVE was 0.031 (POS–ES), 0.010 (POS–OC) and 0.079 (ES–OC), and the criterion was met in 23.2%, 39.5% and 2.5% of Wishart draws, respectively. The ES–OC disattenuated correlation exceeded 0.85 in 86.5% and 0.90 in 48.1% of draws.

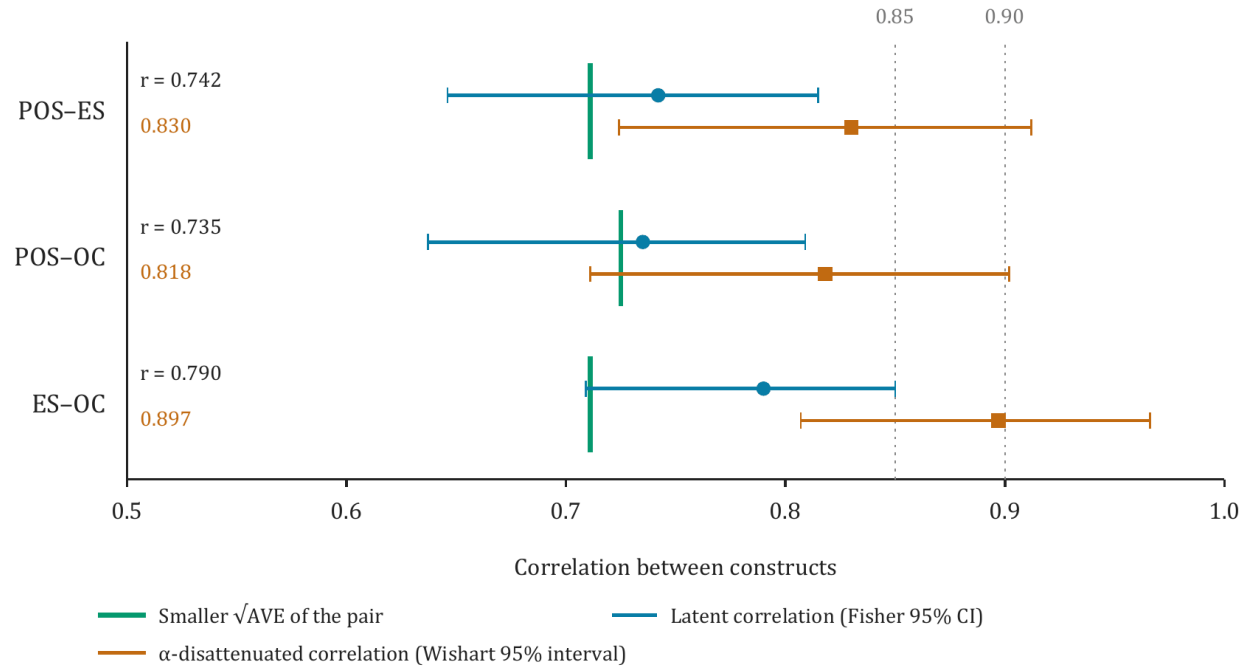


Figure 4. Discriminant validity of the three constructs. Circles show latent correlations with Fisher 95% confidence intervals; squares show α-disattenuated correlations with Wishart 95% intervals; vertical bars show the smaller square root of the average variance extracted of each pair; dotted lines mark 0.85 and 0.90.

The failure of the Fornell–Larcker criterion for the ES–OC pair was not attributable to sampling error: across the resampled correlation matrices, the ES–OC correlation fell below the square root of the AVE of ES in only 2.5% of draws. For the pairs involving POS the margins were smaller (0.031 for POS–ES and 0.010 for POS–OC), so the criterion would have been met for these pairs in 23.2% (POS–ES) and 39.5% (POS–OC) of samples of this size. High reliability did not mask the overlap: the disattenuated ES–OC correlation was larger, not smaller, than the observed latent correlation.

3.4. Structural model

The structural estimates are presented in Table 4 and Figure 5. POS was strongly related to ES (H2: β = 0.742, t = 14.541, p < 0.001, 95% CI 0.638–0.835; f^2 = 1.226), explaining 0.551 of its variance (adjusted R^2 = 0.547). POS was also directly related to OC (H1: β = 0.331, t = 3.264, p = 0.001, 95% CI 0.130–0.552; f^2 = 0.150, a medium effect), and ES was related to OC (H3: β = 0.544, t = 5.916, p < 0.001, 95% CI 0.370–0.724; f^2 = 0.407, a large effect). Together, POS and ES explained 0.673 of the variance in OC (adjusted R^2 = 0.667; 95% interval 0.568–0.765). The least-squares standard errors derived from the latent correlations (0.063 for H2 and 0.081 for H1 and H3) gave t statistics of 11.71, 4.09 and 6.73, and the Wishart intervals (0.648–0.816, 0.172–0.486 and 0.390–0.690) excluded zero for all three paths. The partial correlation of ES and OC controlling for POS was 0.538, and that of POS and OC controlling for ES was 0.362. H1, H2 and H3 were supported.

Table 4. Structural model: standardized path coefficients, effect sizes and explained variance.

Hypothesis / path	β	*t* (bootstrap)	*p*	95% CI (bootstrap)	f^2 (size)	OLS SE; *t*	95% interval (Wishart)	Decision
H1 POS → OC	0.331	3.264	0.001	0.130–0.552	0.150 (medium)	0.081; 4.09	0.172–0.486	Supported
H2 POS → ES	0.742	14.541	<0.001	0.638–0.835	1.226 (large)	0.063; 11.71	0.648–0.816	Supported
H3 ES → OC	0.544	5.916	<0.001	0.370–0.724	0.407 (large)	0.081; 6.73	0.390–0.690	Supported

Note. POS, perceived organizational support; ES, employee satisfaction; OC, organizational commitment. β, t, p and bootstrap CI from SmartPLS 4 percentile bootstrapping; bootstrap SE = β/t: 0.101 (H1), 0.051 (H2), 0.092 (H3). f^2 thresholds 0.02/0.15/0.35 (small/medium/large). OLS SE and t are the least-squares values derived from the latent correlation matrix (n = 114); Wishart intervals are the 2.5th–97.5th percentiles over 200,000 parametric draws of that matrix. R^2 (adjusted): ES 0.551 (0.547; Wishart interval 0.420–0.665); OC 0.673 (0.667; 0.568–0.765). Partial correlations: ES–OC controlling for POS 0.538; POS–OC controlling for ES 0.362.

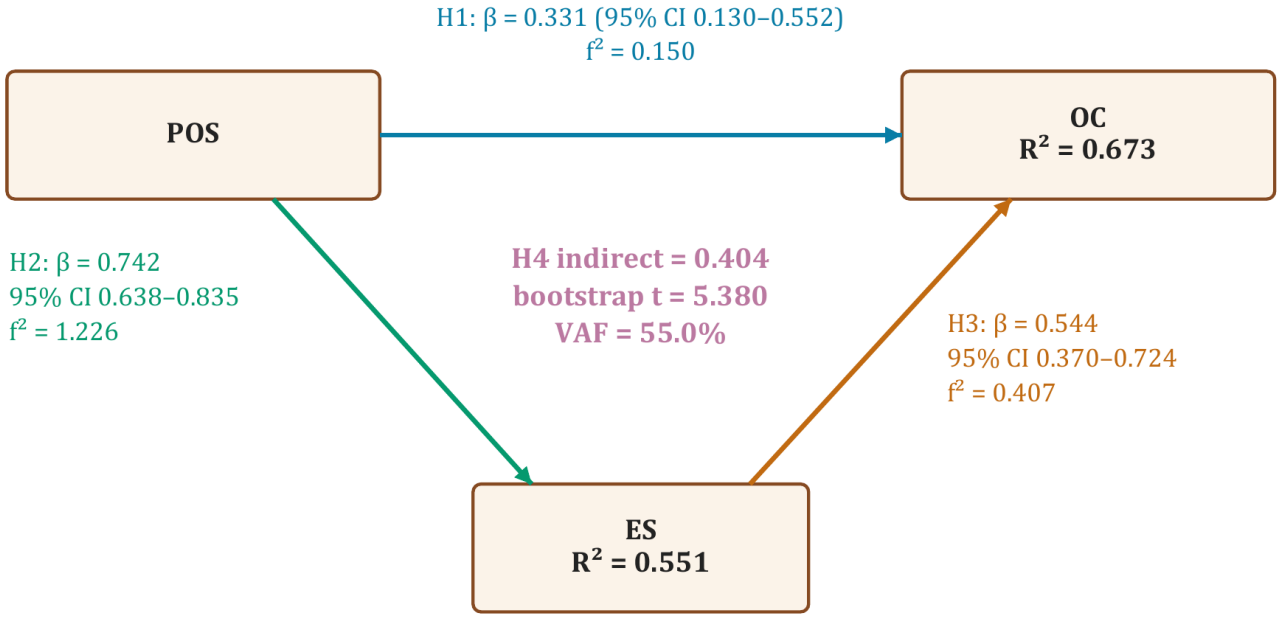


Figure 5. Estimated structural model. Standardized path coefficients with bootstrap 95% confidence intervals, effect sizes (f^2) and explained variance (R^2). VAF, variance accounted for by the indirect path.

The bootstrap standard errors, obtained as β/*t*, were 0.101 for H1, 0.051 for H2 and 0.092 for H3. For the two paths into OC they were larger than the least-squares standard error (0.081), reflecting the additional variability introduced by re-estimating indicator weights in each bootstrap sample, whereas for the POS–ES path the bootstrap standard error was smaller than the least-squares value (0.063), as expected for a correlation of 0.742 whose sampling distribution narrows near its upper range. Both sets of standard errors led to the same inference for every path. The direct path from POS to OC had the widest bootstrap interval (0.130–0.552), so its magnitude is the least precisely estimated quantity in the model.

3.5. Mediation

The total effect of POS on OC was 0.735 (95% interval 0.639–0.810), of which 0.404 was transmitted through ES and 0.331 remained direct, as summarized in Table 5. The bootstrapped indirect effect was significant (t = 5.380, p < 0.001; bootstrap mean 0.407, standard deviation 0.075), as were the Sobel test (z = 5.48, p < 0.001) and the Monte Carlo interval (95% CI 0.264–0.553). ES accounted for 55.0% of the total effect (95% interval 37.5–74.7%), indicating complementary partial mediation: both the indirect and the direct effect were positive and significant. Full mediation (VAF above 80%) occurred in only 0.8% of the resampled matrices. The decomposition is shown in Figure 6 and the sampling distributions of the indirect effect and VAF in Figure 7. H4 was supported.

Table 5. Decomposition of the effect of perceived organizational support on organizational commitment.

Effect	Estimate	Test statistic	*p*	95% interval	Interval method
Total effect POS → OC (c)	0.735	—	—	0.639–0.810	Wishart
Direct effect POS → OC (c′)	0.331	t = 3.264	0.001	0.130–0.552	Bootstrap percentile
Indirect effect POS → ES → OC (a×b)	0.404	t = 5.380 (SD 0.075)	<0.001	0.264–0.553	Monte Carlo (10^6 draws)
		Sobel z = 5.48	<0.001	0.283–0.527	Wishart
Variance accounted for, VAF (%)	55.0	—	—	37.5–74.7	Wishart

Note. Bootstrap mean of the indirect effect 0.407, standard deviation 0.075. The Monte Carlo interval draws a $N(0.742, 0.051^2)$ *and b* $N(0.544, 0.092^2)$*, with standard errors equal to β/t from the bootstrap. VAF = indirect/total effect; 20%–80% denotes partial mediation. The probability that VAF exceeds 80% (full mediation) was 0.008 and the probability that the direct effect is ≤0 was <0.001 across Wishart draws.*

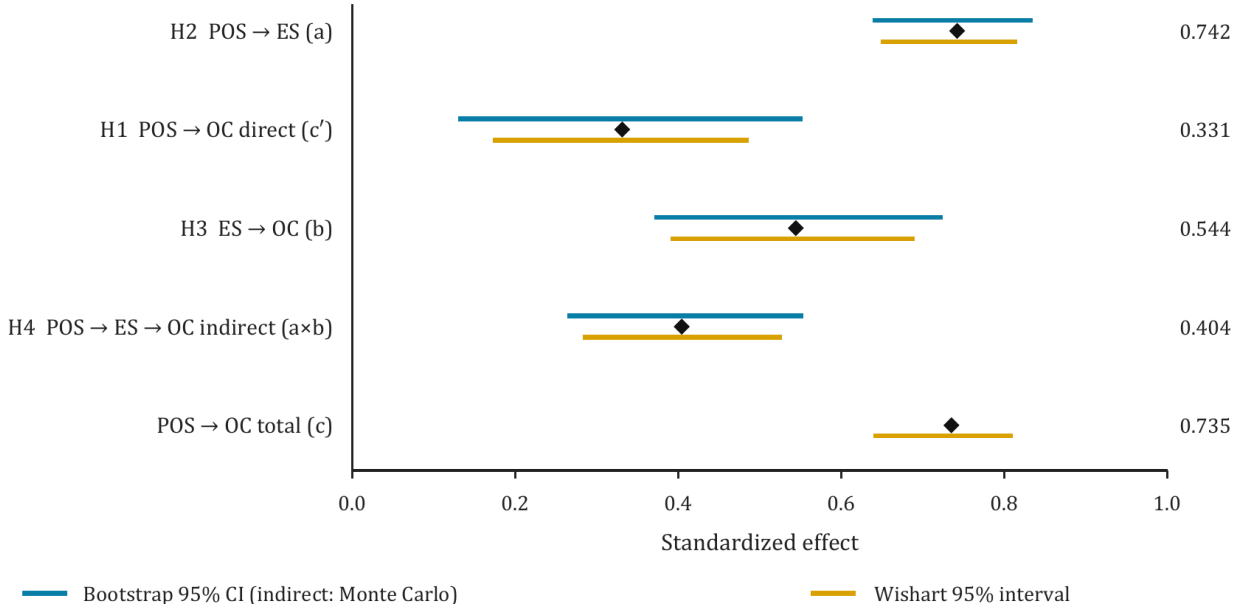


Figure 6. Decomposition of the effect of perceived organizational support (POS) on organizational commitment (OC) through employee satisfaction (ES). Diamonds are point estimates; blue bars are bootstrap 95% confidence intervals (Monte Carlo for the indirect effect); orange bars are Wishart 95% intervals.

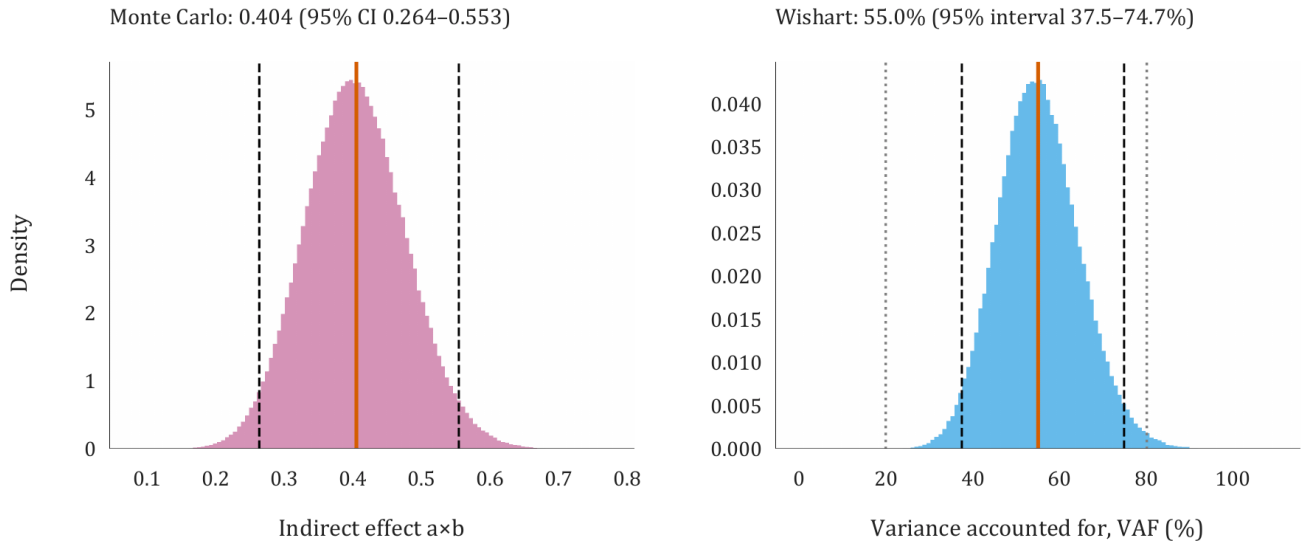


Figure 7. Sampling distributions of the indirect effect (left; Monte Carlo, 10^6 draws) and of the variance accounted for (right; 200,000 Wishart draws). Solid lines mark point estimates; dashed lines mark 95% limits; dotted lines mark the 20% and 80% partial-mediation thresholds.

3.6. Sensitivity and power

Robustness values are given in Table 6. An omitted confounder would have to explain at least 18.1% of the residual variance of both POS and OC to make the direct effect non-significant (robustness value 0.320 for reducing it to zero), at least 36.0% of the residual variance of both ES and OC to make the ES–OC path non-significant (robustness value 0.466), and at least 58.9% for the POS–ES path. As shown in Figure 8, the indirect effect was 0.404 when the residuals of satisfaction and commitment were uncorrelated, and reached zero only at ρ = 0.538 (95% interval 0.395–0.659); negative residual correlations would enlarge it. Post-hoc power was 0.984 for H1 and above 0.999 for H2 and H3. With 114 employees the model could detect effects as small as $f^2 = 0.071$ (partial $r = 0.257$) with 80% power, and the census exceeded the inverse square-root minimum of 56 employees by a factor of two.

Table 6. Sensitivity of the structural estimates to unmeasured confounding, and statistical power.

Path	Partial R^2	Robustness value RV	RV at α = 0.05	Post-hoc power	Interpretation
H1 POS → OC	0.131	0.320	0.181	0.984	Confounder must explain ≥18.1% of residual variance of both POS and OC to make H1 non-significant
H2 POS → ES	0.551	0.652	0.589	>0.999	Confounder must explain ≥58.9% of residual variance of both POS and ES

Path	Partial R^2	Robustness value RV	RV at α = 0.05	Post-hoc power	Interpretation
H3 ES → OC	0.290	0.466	0.360	>0.999	Confounder must explain ≥36.0% of residual variance of both ES and OC
Indirect effect (sequential ignorability)	—	ρ = 0.538	95% interval 0.395–0.659	—	Residual ES–OC correlation needed to reduce the indirect effect to zero

Note. Robustness values (Cinelli and Hazlett) give the minimum share of residual variance of both the predictor and the outcome that an omitted confounder must explain to remove the estimate (RV) or its significance (RV at α = 0.05); computed from the least-squares t statistics. ρ is the sequential-ignorability sensitivity parameter (correlation of the mediator and outcome residuals). Power at α = 0.05 for the observed f^2; minimum detectable f^2 at 80% power = 0.071 (partial r = 0.257); inverse square-root minimum sample size for β = 0.331: 56.

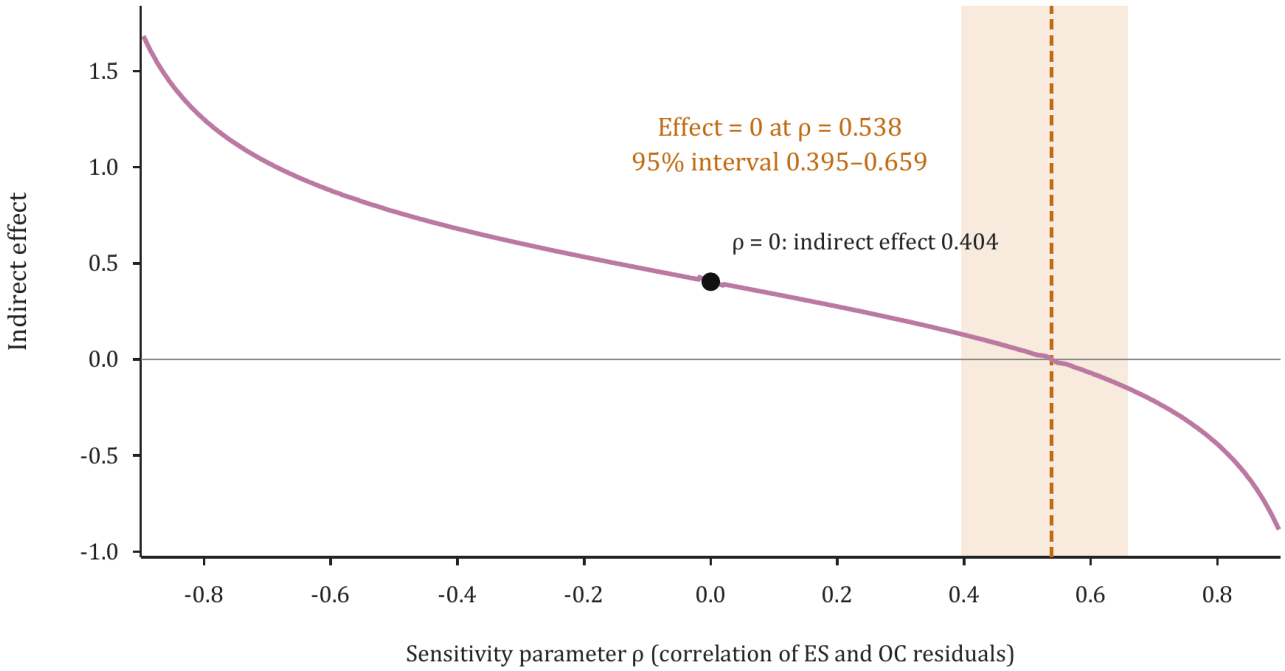


Figure 8. Sensitivity of the indirect effect to unmeasured confounding of employee satisfaction and organizational commitment. The curve shows the indirect effect as a function of the residual correlation ρ; the dashed line and shaded band mark the value of ρ at which the effect reaches zero and its 95% interval.

4. Discussion

4.1. Principal findings

In this census of the permanent workforce of a South Kalimantan bottled-water manufacturer, employees who perceived stronger organizational support reported greater satisfaction and stronger commitment, and satisfaction statistically accounted for 55.0% of the association between support and commitment. Three features qualify this headline. First, the support–satisfaction path was very large and the support–commitment direct path medium, so the organization's perceived care for its employees appears to work mainly through how employees evaluate their jobs. Second, satisfaction and commitment were so highly correlated that the Fornell–Larcker criterion failed, and the satisfaction–commitment coefficient therefore describes the association of two closely related attitudes rather than an isolated causal effect. Third, the indirect effect was robust to sampling error and would be removed only by a strong unmeasured common cause of satisfaction and commitment, which bounds how much of the mediation could be an artefact of omitted variables.

Organizational support theory explains why both paths should coexist. Employees who believe the organization values them experience two kinds of response: an evaluative response toward the job, which is captured by satisfaction, and a relational response toward the organization, which is captured by commitment. The evaluative response arises because support practices change the job itself—fairer pay, attention to difficulties and recognition make the work more rewarding—whereas the relational response arises because support signals that the organization is a trustworthy exchange partner deserving of reciprocity. Recent evidence that gratitude transmits POS into affective commitment more strongly than felt obligation does[3] suggests that the direct path observed here may be partly emotional rather than calculative, while the human-resource department's embodiment of the organization determines how strongly support practices are credited to the organization at all.[4] In a single-site company where managers are visible and personnel decisions are made locally, employees can readily attribute both favorable and unfavourable treatment to the organization, which is consistent with the large POS–satisfaction path and the persistent direct POS–commitment path observed in this workforce.

4.2. Comparison with previous studies

The direct association between POS and commitment agrees with studies across very different occupations. In two surveys of casino employees in Macao, POS influenced organizational commitment both directly and through job satisfaction, with explained variance above 0.6,[7] closely matching the 0.673 found here. Among 333 Portuguese employees, POS raised affective commitment directly and through job involvement and satisfaction,[8] and among 240 Turkish academics satisfaction mediated the POS–

commitment relationship.[9] POS predicted commitment among young academics,[41] nonprofit employees,[42] employees exposed to ethical leadership[34] and Hungarian employees during the COVID-19 pandemic,[10] and it was associated with hope and citizenship behavior through affective commitment[43] and with engagement in socially responsible human-resource systems.[44] Indonesian evidence points the same way: POS was related to the commitment of 100 service employees in a census-based PLS study in Riau,[45] whereas in a Javanese paper manufacturer organizational culture rather than POS predicted performance,[46] a reminder that support may act on attitudes more than on output. The medium direct effect observed here, which persists after satisfaction is controlled, fits the view that POS also builds commitment through gratitude and identification rather than only through satisfaction.[3]

The very strong POS–satisfaction path is consistent with studies of teachers, volunteers and professionals. Among Indonesian teachers during the pandemic, POS and happiness at work improved mental health through job satisfaction;[15] among Portuguese higher-education staff, POS predicted satisfaction more strongly for men than for women;[47] and among Australian volunteers, motive fulfilment channeled the effect of POS on satisfaction and affective commitment.[48] In teleworkers, organizational and supervisor support buffered the effect of professional isolation on satisfaction and commitment.[49] The male predominance of the present workforce (72.8%) raises a hypothesis worth testing in multigroup designs: if the effect of POS on satisfaction is stronger for men, as reported by Mascarenhas and colleagues,[47] a predominantly male workforce would be one in which support translates especially strongly into satisfaction. The size of the path (β = 0.742) also reflects shared content: support practices such as fair pay, recognition and attention to difficulties are themselves facets that employees consider when rating their satisfaction.

The satisfaction–commitment association agrees with manufacturing and service studies in Indonesia and elsewhere. In an Indonesian manufacturer surveyed in 2021, affective commitment and job satisfaction jointly improved job happiness and performance among 275 employees;[50] among 210 permanent employees of the national electricity company, satisfaction was a positive predictor of commitment;[51] in a plywood manufacturer, affective commitment and satisfaction mediated the effect of work–life balance on performance;[52] and in roof-tile manufacturers satisfaction partially mediated the effect of transformational leadership on affective commitment.[53] Studies of millennial and young Indonesian employees likewise found that satisfaction raises affective commitment[54] and that engagement transmits POS into citizenship behavior.[55] Outside Indonesia, satisfaction mediated the effects of coworker support on affective commitment in Ghanaian agro-processing firms,[56] of psychological safety on commitment among Chinese hospital staff,[57] and of innovation climate on affective commitment among 83,943 Australian public servants.[58] Satisfaction and commitment were jointly shaped by environmental risk among shipyard blue-collar workers,[59] by working conditions among refugee textile workers[60] and by talent-management practices in Indian manufacturing.[61] Commitment has also been shown to mediate the effects of career development on performance[62] and of satisfaction on turnover intention,[63] while employee-experience and person–job fit studies treat satisfaction and commitment as distinct antecedents of performance.[64,65]

The overlap between satisfaction and commitment observed here is not unusual, but it is rarely reported. The comparative meta-analysis of employee–organization bonds found that affective commitment and POS behave almost interchangeably in their nomological networks, whereas continuance and normative commitment diverge;[13] the cross-lagged meta-analysis showed that satisfaction and commitment influence each other over time.[12] An α-disattenuated correlation of 0.897 is therefore a substantive finding: in this workforce, evaluating one's job and feeling attached to the company are nearly the same judgement. Current guidance would classify the overlap as a moderate discriminant-validity problem rather than a reason to merge the constructs,[37] because the interval excluded 1 and the theoretical distinction between job-focused and organization-focused attitudes is well established.[38] The consequence is interpretive: the satisfaction–commitment coefficient and the mediated share should be read as describing the structure of employees' attitudes toward a supportive employer, not as evidence that raising satisfaction alone would raise commitment by a predictable amount.

The methodological lesson extends beyond this study. Studies of support, satisfaction and commitment often rely on the Fornell–Larcker criterion alone, although simulation work shows that it is insensitive to high construct correlations when indicator loadings are moderate,[37] and correlations between these attitudes are high enough to approach the square roots of AVE values near 0.50–0.60. Reporting the latent correlations with their confidence intervals, a heterotrait–monotrait-type statistic and an explicit comparison with the square roots of the AVE would allow readers to judge construct overlap directly.[37,38] Because the structural coefficients of a PLS mediation model are exact functions of the latent correlation matrix, publishing that matrix also allows independent verification of every path coefficient, R^2, f^2 and indirect effect, and the derivation of sensitivity analyses such as those reported here. Such reporting costs little and would substantially improve the cumulative value of the many single-company studies in this field.

Pay and promotion deserve particular attention. In the preliminary observation no employee was satisfied with promotion opportunities and only three of ten with pay, while the work itself, supervision and coworkers were rated favorably. Facet studies identify pay and promotion as leading determinants of public-sector job satisfaction,[22] and the classic job-satisfaction facets used here behave as distinct dimensions in academic samples.[23] Pay satisfaction and non-wage benefits weaken the link between perceived overqualification and intention to leave,[66] unfavourable pay comparisons drive managers' responses in hospitality,[67] and in the young Chinese workforce perceived pay for performance and career development predicted satisfaction and turnover intention.[68] In the labor-intensive Bangladeshi garment industry, compensation and commitment raised satisfaction and productivity,[69] and high-commitment performance management improved supervisors' performance through POS.[70] Job insecurity and instability also erode satisfaction,[71] which matters in a firm whose growth depends on contracts for distribution.

4.3. Regional and policy context

The findings should be read against Indonesia's wage institutions. Minimum wages have raised the earnings of

workers between the bottom fifth and the middle of the wage distribution without aggregate job loss,[19] and higher minimum wages are associated with less food insecurity among formal-worker households.[20] The study firm is governed by the provincial minimum wage of South Kalimantan rather than by the district wages of Java on which much of this evidence rests, but the mechanism is similar. When firms comply with a higher wage floor by withdrawing allowances, as happened with the meal allowance at the study company, employees may perceive the adjustment as a reduction in support even though their base pay rises. The post-Omnibus Law framework gives employers latitude in structuring wage components,[21] so the way a company communicates and packages compliance becomes part of the support employees perceive. For a regional manufacturer competing for young workers in South and Central Kalimantan, the evidence that perceived support explains satisfaction and, through it, commitment suggests that the symbolic content of pay decisions matters as much as their amount.

The workforce composition adds context that the structural estimates cannot show by themselves. Nine in ten employees were aged 18–31 years, and length of service was bimodal: almost a third had joined within the previous two years, while almost half had stayed between 3.7 and 5.4 years, a pattern consistent with an early wave of hiring when the company expanded its distribution and a later wave of replacement or growth hiring. Young employees evaluate employers against alternative jobs and career prospects more actively than older employees, and their turnover is shaped by commitment and by perceived alternatives.[25,68] The concentration of the workforce in logistics and production, where work is physically demanding and schedules depend on delivery routes, means that supervision and coworker relations—the facets rated favorably in the preliminary observation—are daily resources that the company already provides, whereas promotion and pay are the facets on which perceived support is most likely to be judged deficient.

These favorable facets are an incidental but useful finding. Co-worker support raised affective commitment through satisfaction in agro-processing firms,[56] and supportive supervision is one of the principal channels through which employees infer the organization's attitude toward them.[3,4] A company in which supervision and coworker relations are already satisfactory can therefore build on existing social resources, using supervisors to communicate promotion criteria and pay decisions, so that the organization's support is experienced through the relationships employees already value.

4.4. Strengths and limitations

The study has four strengths. It surveyed an entire workforce, which limits nonresponse concerns within the permanent workforce. It reports discriminant validity transparently, including the failure of the Fornell–Larcker criterion, rather than assuming distinct constructs. It quantifies uncertainty with intervals for every derived quantity, including the share of the effect that is mediated. And it bounds the influence of unmeasured confounding with robustness values and a mediation sensitivity parameter, which most PLS-SEM studies of this model omit.

Several limitations apply. The design is cross-sectional and single-source, so common method variance may have inflated the correlations among the three attitudes; procedural remedies were limited to anonymity and voluntary participation, and no marker variable was included.[72,73] The causal ordering of satisfaction and commitment cannot be established from one wave of data: a model in which commitment precedes satisfaction is statistically equivalent to the model estimated here and cannot be ruled out.[12] The analysis was conducted at the construct level, so the discriminant-validity assessment relied on α-disattenuated correlations, which assume tau-equivalent indicators, rather than on indicator-level loadings and the exact heterotrait–monotrait ratio. The census of one company limits generalization to other firms, industries and regions. Finally, the preliminary facet observation involved only 10 employees and dichotomous ratings, so it describes the study problem rather than the facet profile of the workforce.

The likely direction of these biases can be stated. Common method variance would inflate all three correlations and therefore the explained variance, but because the mediated share depends on the relative size of the paths rather than on their absolute size, uniform inflation would change the VAF less than the individual coefficients. Restricting the census to permanent employees excluded contract workers and employees who had already left; if the most dissatisfied employees had left before the survey, the observed range of satisfaction and commitment would be truncated, which would tend to attenuate rather than inflate the associations. Social desirability in an employer-endorsed survey would raise mean ratings but would affect the correlations only if its strength varied systematically with perceived support.

4.5. Implications and research agenda

For the company and similar regional manufacturers, three practical implications are consistent with the associations observed, although their effectiveness would need to be confirmed by evaluating changes in attitudes and retention after implementation. First, a transparent promotion ladder for production and logistics staff—published criteria, regular review cycles and visible internal appointments—addresses the facet with which no employee in the preliminary observation was satisfied. Second, when statutory wage floors rise, replacing withdrawn allowances with clearly communicated benefits, or explaining the overall remuneration package, can protect perceived support. Third, because the workforce is young and short-tenured, support practices that recognize contributions early—structured onboarding, supervisor feedback and recognition of extra effort—may influence satisfaction and commitment during the period in which young employees decide whether to stay.[24,25]

For research, four designs would resolve the questions this study leaves open. A three-wave panel with at least three months between waves would allow cross-lagged estimation of the reciprocal satisfaction–commitment relationship.[12] Multi-source designs that pair employee attitudes with administrative turnover, absence and productivity records could reduce common-method bias, and including a theoretically unrelated marker variable would quantify it.[73] Measuring the three components of commitment separately would test whether the overlap with satisfaction is confined to affective commitment, as meta-analytic evidence suggests.[13] Finally, multigroup comparison of production and logistics staff, or of employees with less than two years and more than 3.7 years of service, would test whether support operates differently across occupational groups and career stages; detecting a difference between standardized paths of 0.75 and 0.50 with 80% power at a two-sided α of 0.05 requires about 90

employees per group (Fisher *z* approximation), which calls for multi-company samples across Kalimantan's food-and-beverage sector. Predictive validity of the model for actual turnover could then be tested with cross-validated predictive ability tests.[36]

5. Conclusion

In a young, predominantly male manufacturing workforce in South Kalimantan, perceived organizational support was strongly associated with employee satisfaction (β = 0.742) and with organizational commitment (β = 0.331), and satisfaction was associated with commitment (β = 0.544). About 55.0% of the support–commitment association was statistically accounted for by satisfaction (indirect effect 0.404, 95% CI 0.264–0.553), and the sensitivity model placed the null indirect estimate at a residual correlation of ρ = 0.538. Satisfaction and commitment overlapped substantially, so the mediated share describes how closely employees' job evaluations and attachment to the company move together. Companies operating under rising wage floors should treat promotion transparency and the communication of pay changes as forms of organizational support, and can draw on supervision and coworker relations, which employees already rate favorably, to deliver that support. Researchers working with this model should report latent correlation matrices and discriminant-validity evidence beyond the Fornell–Larcker criterion, together with sensitivity analyses for unmeasured confounding. Longitudinal, multi-source and multi-company studies are needed to establish the causal ordering of satisfaction and commitment and to test whether these findings generalize across Kalimantan's manufacturing sector.

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6. Declarations

Statement on the Use of Artificial Intelligence

None. The authors declare no generative artificial intelligence were used in preparation of manuscript

Author Contribution Statement

Conceptualization: SF, RR. Methodology: SF, RR. Investigation: SF. Data curation: SF. Formal analysis: SF. Visualization: SF. Validation: RR. Supervision: RR. Writing – original draft: SF. Writing – review and editing: RR.

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Conflict of Interest / Competing Interests

The authors declare no competing interests.

Data Availability Statement

The aggregate statistics analyzed in this study and the analysis code are available from the corresponding author on reasonable request. Respondent-level questionnaire data are not publicly available in order to protect the confidentiality of employees of the participating company.

Ethics Approval and Consent to Participate

The study protocol was approved by the Ethics Committee of Enigma Institute Indonesia (reference no. 298/2026). All participants gave informed consent before answering the online questionnaire. The study was conducted in accordance with the Declaration of Helsinki.

Consent for Publication

Not applicable; no identifiable individual data are reported.

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