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**PERCEIVED ORGANIZATIONAL SUPPORT AND AFFECTIVE OCCUPATIONAL COMMITMENT AS MEDIATING VARIABLES ON THE RELATIONSHIP BETWEEN ORGANIZATIONAL CAREER GROWTH AND EMPLOYEES PERFORMANCE**

**(EMPIRICAL STUDY ON EMPLOYEES AND CHIEF STAFF IN 15 KPPN AT CENTRAL JAVA PROVINCE REGIONAL OFFICE OF DIRECTORATE GENERAL OF TREASURY, THE MINISTRY OF FINANCE)**

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**ABSTRACT**

*This study aims to test and analyze the effect of organizational career growth on perceived organizational support, affective occupational commitment, and employees' performance. This study also aims to test the mediating effect of perceived organizational support on the relationship between organizational career growth and affective occupational commitment, as well as the mediating role occupational commitment on the relationship between organizational career growth and employees' performance. This study is conducted by survey method on vertical institute on the Directorate General of Treasury of the Republic of Indonesia in 15 KPPN (Kantor Pelayanan Perbendaharaan Negara-State Treasury Service Office) in Central Java province, which totaled to 550 employees. The sampling technique used in this study is multistage cluster sampling. There are 260 questionnaires that were distributed; from these number 250 questionnaires were returned. The number of questionnaires that were returned is the minimum number of samples that were usable for further analysis. The questionnaire consists of 33 question items that include items for performance, organizational career growth, affective occupational commitment, and perceived organizational support. This result of this research show that perceived organizational support positively and significantly proved to be a mediator (partial mediation) in the relationship between organizational career growth and affective occupational commitment. Affective occupational commitment has also proved as mediator (partial mediator) on the relationship between organizational career growth and employees' performance.*

**KEYWORDS**

organizational carrier growth, perceived organizational support, affective occupational commitment, and employees' performance.

**INTRODUCTION**

An organization views employees' commitment as something desirable. This is reflected in the vast number of literatures that develop and discuss about how to improve employees' commitment (Shore, Barksdale, and Shore, 1995). Pinder (1998) states that method to develop employees' commitment is interesting for practitioners and academicians because high commitment is people believe that this variable has good effect for businessmen and employees.

Employment relationship is an exchange relationship. Blau in Konovsky and Pugh (1994) differentiate two types of exchange, social exchange which refers to long term relationship, based on the belief that other members will perform their responsibility fairly in the long term; and economic exchange, which nased on transaction and expectation of fairness in the short term relationship.

This paper aims to examine the importance of organizational career growth, perceived organizational support, and affective occupational commitment in improving employees' performance. As well as examining the role of affective occupational commitment and perceived organizational support in mediating the relationship between organizational career growth and employees' performance. In organizational perspective, as stated by several studies, organizational commitment will increase job satisfaction, motivation, attendance, and decrease absence and turnover (Becker, Billings, Eveleth, and Gilbert, 1995). On the other hand, employee who has high commitment will increase organizational effectiveness through high involvement in the organization and work hard to achieve organizational goals (Danish and Usman, 2010; Rehman, Khan, Ziauddin, and Lashari, 2010). Furthermore, Weng *et al.*, (2010), conclude that: organizational career growth can be divided into four factors, firstly career goal progress or how far employee's work aspect fulfil the relevant aspect which raises awareness in the goal of their career. Secondly, professional ability development or how far one's job will enable them to acquire new skill and knowledge. Thirdly, promotion speed or employee's



perception on the probability for them to be promoted. Fourthly, remuneration growth which is the employee's perception on the probability in compensation improvement.

The result of Weng *et al.* (2010) study on the effect of organizational career growth which consist of career goal progress, professional ability development, promotion speed, and remuneration growth on organizational commitment that consist of affective, normative, and sustained commitment. Their study shows that these four organizational career growth have positive effect on affective commitment. However, the effect of this variable on sustained and normative commitment only affected by three factors of organizational career growth that is career goal progress, promotion speed, and remuneration growth. Then, Weng and McElroy, (2012) test the relationship among the four factors in organizational career growth (career goal progress, professional ability development, promotion speed, and remuneration growth), on affective occupational commitment and turnover intention. Their study shows that all the fourth factors in organizational career growth (career goal progress, professional ability development, promotion speed, and remuneration growth) has positive effect on affective occupational commitment and has negative effect on turnover intention. Their study also shows that affective occupational commitment mediates the effect of the other four factors of organizational career growth (career goal progress, professional ability development, promotion speed, and remuneration growth) on turnover intention.

Adopting the finding from Weng *et al.* (2010), this study proposes a multidimensional concept of organizational career growth. The proposed model shows that organizational career growth consists of four factors: meet the career goal, develop professional ability of employees, accept promotion, and provide a compensation according to their abilities. Basically, organizational career growth is a measurement of how far an individual feels that their current company attempt to shape an environment in which employees are able to fulfil their needs that related with employees' career through promotion and compensation (Weng *et al.*, 2010). Then, the problem is that organization has to understand what factors that affect organizational career growth in its relation with achieving the goals of a job. Then, what is interesting to be tested is how every aspects of career growth in an organization affect the result of occupational commitment. According to Weng *et al.* (2010) organizational career growth has positive effect on organizational behavior, but there is no study on the relationship between organizational career growth and affective occupational commitment. Thus, the researcher will try to understand the concept of organizational career growth in its relation with performance achievement, whether it is attainable because of its dependence on employees' affective occupational commitment.

In relation with this study model, the mediation may appear in the relationship between organizational career growth and affective occupational commitment, as well as on the relationship between organizational career growth and employees' performance. In its relation with the relationship between organizational career growth and affective occupational commitment, the presence of organizational career growth as a mediating variable encourage the researcher to study the correlational mechanism between organizational career growth and affective occupational commitment. How organizational career growth affects perceived organizational support which in turn affects affective occupational commitment? In this case, a mediation testing is needed. As Weng dan McElroy (2012) suggested in their study, this study add other alternative variable as a hypothesis in the concept that correlate the four factors of organizational career growth and affective occupational commitment, this study add perceived organizational support as a mediating factor.

The similar condition applies to the relationship between organizational career growth and employees' performance, the affective occupational commitment and perceived organizational support become the mediating variable. This model encourages the researcher to understand the mechanism that correlate the relationship between organizational career growth and employees' performance. Based on the description above, by referring to other Weng and McElroy (2012) studies that showing empirical evidence of mediating effect of affective occupational commitment on the relationship between organizational career growth and turnover intention, thus the center issues in this dissertation are: 1) This study will study the same topic as Weng (2012) suggestion. He suggested that perceived organizational support is necessary to be added as mediating variable in the relationship between organizational career development and affective occupational commitment. 2) This study tries to employ the construct of employees' performance as a consequence of affective occupational commitment (a dimension of organizational commitment) because performance or job achievement plays more important role rather than their turnover intention (Meyer *et al.*, 1989). 3) The researchers want to prove empirically whether perceived organizational support as a mediating variable will mediated the effect of organizational career growth. (4) The researchers want to prove empirically whether affective occupational commitment can mediate the effect of organizational career growth on employees' performance. (5) The researchers want to prove empirically whether organizational career growth, perceived organizational support, and affective occupational commitment will have direct effect on employees' performance.

This study is conducted to resolve the phenomenon of the non-optimum performance of 15 KKPN in the Regional Office XV of the Directorate General of State Treasury in Semarang for the last five years period. This phenomenon appears on the result of inspection from Inspectorate General of the Ministry of Finance on Regional Office of the Directorate General of State Treasury in Semarang performance. Thus, the improvement in the government worker performance is very important to be conducted as soon as possible.

The improvement in bureaucrat public service performance is expected to repair government image in public mind. With better public services, public satisfaction and trust can be rebuilt again. Duet to these reasons, study on public bureaucrat performance become the central issue and has a strategic value, especially in relatin with perception and career growth as well as the commitment in performing public service.

## REVIEW OF PRIOR STUDIES AND HYPOTHESES DEVELOPMENT

### DEFINITION OF PERFORMANCE

Rotundo, M (2002) states that the definition of performance focused on individual's behavior or action, and not the output or result of their action and behavior. Smith in Rotundo (2002) stresses that the accurate measurement of performance covers the direct observation on behavior. Murphy in Rotundo (2002) states that performance has to be defined in the behavioral term rather than result. Murphy also defines performance as behavior that related with organizational goal. Campbell in Rotundo (2002) defines performance as action or behavior under individual control that contributes on organizational goal and can be masured using individual's skill. Gomes (2003) defines employees' performance as output, while efficiency and effectiveness usually are related with productivity.

Based on the description, we can conclude that performance is the result of work, both in term of quality and quantity, that achieved by an employee in performing his/her duty according to the responsibility that he/she hold. Individual performance refers to individual working achievement which is regulated based on the standard or criteria determined by an organization. The high individual performance will increase overall organizational performance. The operationalization of performance in this study is adopted from the indicators of performance developed by Neal Jr. (2003) that consist of: (1) job knowledge; (2) job quality; (3) productivity; (4) adaptativeness and flexibility; (5) cooperative and cooperation; (6) reliability and responsibility; and (7) communication and interaction capability.

### DEFINITION OF ORGANIZATIONAL CAREER GROWTH (OCG)

Hall in Orpen (1994) defines career as the sequence of job experience that is directed for personal and organizational purposes that someone has to pass in his/her life, either under their own control or under someone else control. The concept of 'career' has experience significant changes in the last three decades and these changes has caused radical changes in the career managed (Cohen and El-Sawad in Sarah Lewis and John Arnold, 2012). Weer in Okurame (2012) defines caeer growth as the probability for an employee to be promoted and get an experience of career growth as well as the improvement in their responsibility and challenging duties. Jans in Weng and McElroy (2012) stated that perception on career growth is the probability perceived by employee related with the development and improvement of their career in an organization. Furthermore, Weng *et al.* (2010) widened the concept of career development and improvement by proposing that organizational career growth can be assessed through four factors: (1) achieving the purpose of career growth or how far employee's work aspect is relevant in providing the chances to achieve career goal; (2) professional ability development or how far one's job will enable them to acquire new skill and knowledge; (3) promotion speed or employee's perception on the probability for them to be promoted; and (4) remuneration growth, or employee perception on the speed, quantity, and probability of remuneration growth (Weng and McElroy, 2012). Organizational career growth can be assessed from two indicators, the career growth or the improvement in structural or hierarchical term through promotion and the improve in career growth experience (Milliman, Brutus. *et al.* in Okurame, 2012). While the propect of organizational career growth is defined as the probability of an employee to be promoted or will achieve career growth experience from the increase in responsibility and challenging duties (Weer in Okurame, 2012).

Based on the description, the organizational career growth in this study is the improvement in career in the form of promotion, responsibility, authority, and compensation, experienced by employee during their working period. This study adapts the four factors of organizational career growth developed by Weng *et al.* (2010) as the operationalization of organizational career growth variable. These factors include (1) achieving the purpose of career growth or how far employee's work aspect is relevant in providing the chances to achieve career goal; (2) professional ability development or how far one's job will enable them to acquire new skill and knowledge; (3) promotion speed or employee's perception on the probability for them to be promoted; and (4) remuneration growth, or employee perception on the speed, quantity, and probability of compensation (Weng dan McElroy, 2012).

#### THE DEFINITION OF AFFECTIVE OCCUPATIONAL COMMITMENT (AOC)

The affective occupational commitment is conceptualized as psychological condition or paradigm that tied an individu to perform a relevant action with one or more targets, and their willingness to withstand in an action (Cooper-Hakim and Viswesvaran, 2005). Porter, Steers, Mowday, and Boulian (1974) define commitment as a strong faith and acceptance of organizational goals, willingness to keep a membership in an organization. Robbins and Judge (2007) define commitment as a condition in which an individu take a side on their organization together with its objectives and is willing to maintain their membership in the organization. Mathis and Jackson in Sopiiah (2008) define organizational commitment as a position in which employee believe and willing to accept the organizational objectives, as well as having intention to stay or do not left their organization. Mowday in Sopiiah (2008) stated that there are three aspects of commitment: (a) affective commitment, related with the willingness to be tied to the organization. Individu maintain their membership because of their own willingness. The key of this commitment is 'want-to'; (b) continuance commitment is a commitment that is based on rational needs. In other words, this commitment is developed based on profitability consideration; the individu considers what they should sacrifice if they need to stay in an organization. The key of this commitment is the need to stay (need to); and (c) normative Commitment is a commitment that based on the norms that exist in employee's value system, which includes individu belief on their responsibility for the organization. He/she feels the need to stay due to loyalty. The key of this commitment is the responsibility to stay in the organization (ought to). Allen and Meyer (1996) define affective organizational commitment as "psychological relationship between employees and the organization which reduces the probability of employees leaving the organization voluntarily is so small". It is expected that employees with strong affective commitment will stay in the organization because of the emotional ties with the organization.

Thus, affective commitment shows the psychological attachment between individual and their organization which can be described with individual's involvement in organizational activities, thus they enjoy the activities. In other words, somebody may stay in an organization because they want to. The affective occupational commitment is measured using six items developed by Meyer, Allen, and Smith (1993). One of the items is "I have a strong feeling with the organization". This model has been used broadly by Lee and Corbett (2006); Lee and Kulviwat (2008); Wickramasinghe and Wickramasinghe (2012).

#### THE DEFINITION OF PERCEIVED ORGANIZATIONAL SUPPORT (POS)

Rhoades and Eisenberger (2002) state that in order to fulfil socio-emotional needs and to assess the benefit of performance growth, employees develop a perception on how far their organization's value their contribution and concern on employees' welfare. Perceived organizational support is an integration of employees' feeling of justice, self-worth, and self-development (Sluss *et al.*, 2008). Perceived organizational support is considered to represent employees' trust that their organization is willing to respect their employees for what their employees have done for the organization (Rhoades and Eisenberger, 2002; Panaccio and Vandenberghe, 2009; Fu and Lihua, 2012:146). Perceived organizational support can be defined as employees' comprehensive trust on organization in respecting employees' contribution and the concern on employees' welfare (Perryer, Jordan, Firns, and Travaglione, 2010).

Based on meta-analysis of studies on perceived organizational support by Rhoades and Eisenberger (2002), there are three general categories of treatment that can be considered as benefit for employees, equal treatment, supervisor supports, recognition and workplace condition, that positively related with perceived organizational support. Organizational Support Theory finds the appropriate mechanism for this model of relationship.

#### SIGNIFICANCE OF THE STUDY

The result of this study is expected to provide benefits for: firstly, adding understanding on the relationship among organizational career growth, perceived organizational support, affective occupational commitment, and performance, thus this study can be used as a reference both by academics and other researchers who conduct further study on this topic. Secondly, it is expected that this study will provide benefits for the interested parties by providing contribution in the form of information transfer from this study findings, which can be used as a reference in arranging policies to improve employees' performance.

#### STATEMENT OF THE PROBLEM

1. Does organizational career growth have positive effect on perceived organizational support?
2. Does organizational career growth have positive effect on affective occupational commitment?
3. Does organizational career growth have positive effect on employees' performance?
4. Does perceived organizational support have positive effect on affective occupational commitment?
5. Does perceived organizational support have positive effect on employees' performance?
6. Does affective occupational commitment have positive effect on employees' performance?
7. Does perceived organizational support mediates the effect of organizational career growth on affective occupational commitment?
8. Does affective occupational commitment mediate the effect of organizational career growth on employees' performance?

#### STUDY OBJECTIVES

1. Testing and analyzing the effect of organizational career growth on perceived organizational support.
2. Testing and analyzing the effect of organizational career growth on affective occupational commitment.
3. Testing and analyzing the effect of organizational career growth on employees' performance.
4. Testing and analyzing the effect of perceived organizational support on affective occupational commitment.
5. Testing and analyzing the effect of perceived organizational support on employees' performance.
6. Testing and analyzing the effect of affective occupational commitment on employees' performance.
7. Testing and analyzing the mediating role of perceived organizational support on the effect of organizational career growth on affective occupational commitment.
8. Testing and analyzing the mediating role of affective occupational commitment on the effect of organizational career growth on employees' performance.

#### HYPOTHESIS

##### ORGANIZATIONAL CAREER GROWTH AND PERCEIVED ORGANIZATIONAL SUPPORT

Researchers have found the positive relationship between organizational career growth and perceived organizational support. Rhoades and Eisenberger (2002), Levinson (1965), Karatepe (2012), and Waseem (2010) find positive effect of supervisor support, pay satisfaction, and career growth opportunity in improving employees' perceived organizational support. Based on these empirical evidences, thus employees' trust on the possibility of career growth in an organization will increase the perceived organizational support. It is proposed as follow:

**H.1: organizational career growth has positive effect on perceived organizational support**

##### ORGANIZATIONAL CAREER GROWTH AND AFFECTIVE OCCUPATIONAL COMMITMENT

Affective occupational commitment refers to employees' psychological condition caused by employee's identification with organizational objectives and values, or can be viewed as employees' loyalty in maintaining their membership in the organization (Meyer, Allen, and Smith, 1993). In the commitment model proposed by Meyer and Allen (1997) mentioned that affective and normative commitment are developed as a result of organization's Human Resource Management (HRM)

practice. For example, employee willingness to stay (affective commitment) and responsibility to return the favor (normative commitment) may appear because of career management provided by the organization.

In line with the explanation, Mathieu and Zajac (1990) mention that the difference in the commitment level may be caused by individual difference. Sturges *et al.* (2005); Bambacas M (2010); and Chew and Chan (2008) conclude that when company provides career management assistance for their employees it will affect the affective commitment. Based on the explanation, the hypothesis is proposed as follow:

**H.2: Organizational career growth has positive effect on affective occupational commitment**

**ORGANIZATIONAL CAREER GROWTH AND EMPLOYEES' PERFORMANCE**

Employee behavior is highly affected by HRM practices, thus career growth policy will create strong feeling in the psychological contract between employees and organization, especially if career growth policy is a valuable initiative for employees in interpreting employees' career improvement and growth (Bedeian *et al.*, in Okurame, 2012). A study that focused on the theme of career and performance is conducted by Karatepe (2012) by using career satisfaction and employees' performance concept. Based on the explanation (Huselid, 1995; Rhoades and Eisenberger, 2002; Applebaum *et al.*, 2001; Karatepe, 2012; Okurame, 2012; Nachbagaer and Riedl, 2002) then the higher the expectation on career, the higher the efforts to achieve the performance. Thus the hypothesis is proposed as follows:

**H.3: Organizational career growth has positive effect on employees' performance**

**PERCEIVED ORGANIZATIONAL SUPPORT AND AFFECTIVE OCCUPATIONAL COMMITMENT**

Eisenberger, Huntington, Hutchison, and Sowa (1986) propose that the high perceived organizational support will increase employees' expectation and create commitment to return the favor to the organization in the form of support. Thus, the high perceived organizational support has high correlation with organizational commitment. In line with social exchange theory, perceived organizational support has positive effect on effective occupational commitment (Rhoades and Eisenberger, 2002). Researchers have conducted research on the effect of perceived organizational support on employees' organizational commitment in the different contexts. Employees who get higher organizational support tend to who's higher commitment for organization (Liu, 2009; Meyer *et al.*, 2002; Armeli, Eisenberger, Fasolo, and Lynch, 1998).

Several studies that support the relationship between perceived organizational support with affective occupational commitment among others are: Liu (2009) find that perceived organizational support significantly related with affective occupational commitment and Organizational Citizenship Behavior (OCB); Farh, Hackett, and Liang (2007) find strong relationship between perceived organizational support and other organizational behaviors including affective occupational commitment and work achievements. According to Dawley, Andrews, and Bucklew (2008) and Curry and Dollery (2006), the organization that has employees with affective occupational commitment usually showed their commitment first by providing conducive working environment. Based on this result, the hypothesis is formulated as follows:

**H.4: Perceived organizational support has positive effect on affective occupational commitment**

**PERCEIVED ORGANIZATIONAL SUPPORT AND EMPLOYEES' PERFORMANCE**

Several empirical studies that have showed the significant relationship between perceived organizational support and output such as performance, job satisfaction, organizational commitment, turnover intention, and performance (Rhoades and Eisenberger, 2002; Susskind, Kacmar, and Brymer, 2000). Eisenberger *et al.* (2001) find that responsibility mediates the relationship between perceived organizational support and affective occupational commitment, performance. Armeli *et al.* (1998) find that there is relationship between perceived organizational support and police performance; Pazy (2011) finds that various types of perceived support provided by organization and supervisor will improve performance. Arshadi (2012) supports the relationship between perceived organizational support and organizational commitment, performance, and turnover intention. Thus the hypothesis is as follows:

**H.5: Perceived organizational support has positive effect on performance**

**AFFECTIVE OCCUPATIONAL COMMITMENT AND PERFORMANCE**

According to Porter *et al.* (1974) employees' commitment is known as a behavioral approach on organization. Employees' commitment has two components, attitude and willingness to behave. Attitude covers the identification with organization that is the acceptance on organizational objectives in which this acceptance becomes the base of employee's commitment. The empirical support shows the positive effect of commitment on performance (Suliman and Al Kathairi, 2013); however, Cichy *et al.* (2011) find that affective commitment is the strongest predictor of performance compared to normative and continuance commitment. Similarly, Chen and Francesco (2003) mention that there is positive relationship between affective commitment and performance. Thus the hypothesis is formulated as follows:

**H.6: Affective occupational commitment has positive effect on performance**

**PERCEIVED ORGANIZATIONAL SUPPORT AS MEDIATING VARIABLE ON THE RELATIONSHIP BETWEEN ORGANIZATIONAL CAREER GROWTH AND AFFECTIVE OCCUPATIONAL COMMITMENT**

Career opportunity has positive relationship with perceived organizational support (Eisenberger *et al.*, 1997; Meyer and Smith, 2000; Karatepe, 2012; Waseem, 2010), while the relationship between perceived organizational support and commitment is supported by several studies among others Meyer *et al.* (2002); Rhoades and Eisenberger, (2002); Liu, (2009); Farh *et al.* (2007); Dawley *et al.* (2008). Weng and McElroy (2012) suggest the mediating role of perceived organizational support on the relationship between organizational career growth and affective occupational commitment. Based on the understanding on the mediating model, the third variable (mediating variable) or in this case perceived organizational support, will clear up the relationship between organizational career support and affective occupational commitment. This means that a clearer understanding can be achieved by explaining the relationship among these three variables, or known as mediational hypothesis.

Based on the relationship between organization career growth and perceived organizational support, thus we may assume that perceived organizational support can be placed as mediating variable on the relationship between organizational career growth and affective occupational commitment, even though empirically there is no study that have proven this relationship model. Based on this description, the hypothesis is proposed as follows:

**H.7: Perceived organizational support mediates the relationship between organizational career growth and affective occupational commitment**

**AFFECTIVE OCCUPATIONAL COMMITMENT AS MEDIATING VARIABLE ON THE RELATIONSHIP BETWEEN ORGANIZATIONAL CAREER GROWTH AND EMPLOYEES' PERFORMANCE**

The relationship between organizational career growth and perceived organizational support has been proved through Sturges *et al.*, (2005); Bambacas, (2010); and Chew and Chan (2008) studies. Empirical support on the relationship between commitment and performance proved the positive relationship between organizational commitment and performance (Suliman and Al Kathairi, 2013; Lee *et al.*, 2010; Cichy *et al.*, 2009). This study refers to Weng and McElroy (2012) that affective occupational commitment mediates the effect of organizational career growth on turnover intention. However, we propose that affective occupational commitment has mediating role on the relationship between organizational career growth and performance, with an assumption that there is a relationship between organizational career growth with performance, which can be explained indirectly through the mediating variable of affective occupational commitment. With the main consideration that there is direct relationship between organizational career growth and affective occupational commitment, and direct relationship between affective occupational commitment with performance, the model proposed is interesting to be tested. Based on the explanation the hypothesis is proposed as follows:

**H.8: Affective occupational commitment mediates the relationship between organizational career growth and performance**

**RESEARCH METHOD**

**POPULATION AND SAMPLE**

This study is a survey that conducted on 250 employees, 45 staffs and 205 heads in the Regional Office of Directorate General of State Treasury in 15 KPPN in Central Java province, who were invited to participate in this study. The average age of respondent is 48 years old with 50 years old as median and modes. The standard deviation shows the deviation from average value is 5.74 and is lower than the average age (48.71) thus, we may conclude that there is low variability of

respondent age. The oldest respondent is 56 years old and the youngest respondent is 29 years old which result in 27 years age range (oldest-youngest). The majority of respondents are female (52%), with 21 – 30 years of tenure (64.8%). Most of the respondents are high school (or equivalent education degree) graduate 57% (141 people), 36% (91 people) has undergraduate and graduate degree, and 7% (18 people) has diploma degree.

**MEASUREMENT**

In this study the operationalization of variable performance is adapted from performance indicators developed by Neal Jr, (2003). This scale consists of seven items to measure seven dimensions. The organizational career growth is measured using the measurement developed by Weng *et al.* (2010), this scale consists of 12 items to measure four dimensions. The affective occupational commitment is measured using the indicators developed by Meyer *et al.* (1993), this scale consists of six items to measure six dimensions. The perceived organizational support is measured using the indicators developed by Rhoades and Eisenberger (2002), this scale consists of eight items to measure eight dimensions. Respondents are asked to provide their answer on five Likert scale from 1 = very disagree up to 5 = very agree.

**DATA ANALYSIS**

The data is analyzed with descriptive statistical analysis which covers the minimum value, maximum value, mean value, standard deviation, and ANOVA. The hypothesis 1 up to hypothesis 6 is tested using structural equation modeling (SEM) with PLS (partial least square) method through SmartPLS 2.0 program. However, the hypothesis 7 and 8 are tested using two different strategies, causal step based on the method developed by Baron and Kenny (1986) and product of coefficient strategy that is based on the significance test on indirect effects with Sobel test (Preacher dan Hayes, 2004).

**RESULT AND DISCUSSION**

**CONVERGENT VALIDITY TESTING**

The result of convergent validity testing shows factor loading of all indicators with the minimum value of 0.491, however it is still significant which makes the indicators are acceptable for further analysis. There are two indicators that need to be eliminated, the OCG 01 indicator that has factor loading of 0.350 and OCG 02 that has factor loading of 0.323. These indicators are eliminated because it has factor loading below 0.5. Thus all the remaining indicators can be used in further analysis.

**Discriminant Validity**

Discriminant validity is assessed by comparing square root of average variance extracted (AVE) among each construct in the model. The test result shows that all constructs have similar root AVE. Thus, we can conclude that all constructs fulfill the criteria of discriminant validity that is the measurement in the block is better than the measurement in other construct blocks.

To assure whether the latent construct can predict the indicator in their block better than the indicator in other block, the data will be analyzed by assessing the result of cross loading. The loading value of each factor is presented in the bold and italicized numbers. Thus, we can understand that the latent construct is able to predict the indicator in its block better than the indicator in the other block. This makes the discriminant validity requirements are fulfilled.

**Composite reliability**

Composite reliability is a measure of reliability of a block of indicator in measuring its construct. All constructs have high composite reliability; above 0.70 as required. Thus, we can conclude that all constructs are reliable to measure the variable in its block.

**STRUCTURAL TESTING (INNER MODEL)**

Structural model or inner model is a relationship between a latent variable with other latent variable. This test is performed into a research model by assessing its R-square value and the significance level of each relationship. Based on the R square (R<sup>2</sup>) value, we can assured that around 31.7% of changes in perceived organizational support can be explained by organizational career growth; around 24.5% of changes in affective occupational commitment can be explained by both organizational career growth and perceived organizational support; and around 35.1% of changes in performance can be explained by organizational career growth, perceived organizational support, and affective occupational commitment.

Thus, the Q<sup>2</sup> predictive relevance value, computed using Stone-Geisser Q square test formula for structural model can be computed as follows:

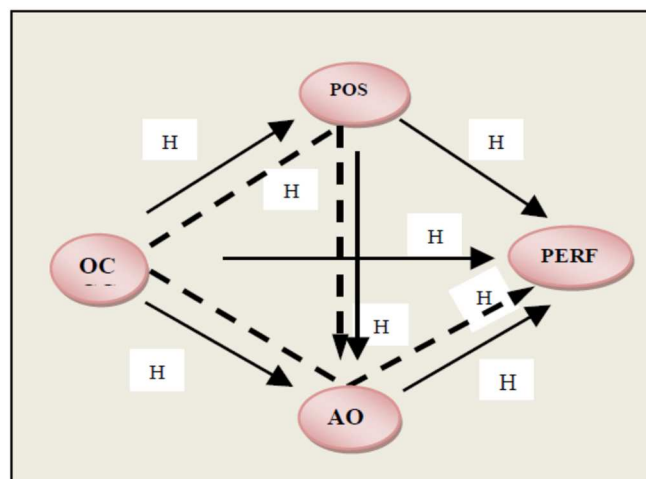
$$Q^2 = 1 - (1 - 0.317) (1 - 0.245) (1 - 0.352)$$

$$Q^2 = 1 - (0.683) (0.755) (0.649)$$

$$Q^2 = 0.665$$

Based on the Stone-Geiser Q<sup>2</sup> predictive relevance value, we may conclude that the model has predictive relevance because the result is above 0 or 0.665, or the value of relevant prediction model is 66.50%.

FIGURE 1: RESEARCH MODEL



**Notes**

- a. Independent variables
  - o OCG : organizational career growth
  - o POS : perceived organizational support
  - o AOC : affective occupational commitment
- b. Dependent Variable
  - o PERF : performance
- c. Mediating Variable:
  - o POS is the mediating variable on the relationship between OCG and AOC
  - o AOC is the mediating variable on the relationship between OCG and PERF

**ANALYSIS OF VARIANCE (ANOVA)**

The descriptive analysis of variance is performed to confirm the effect of respondents' characteristics. This test is performed to understand the effect of respondents' characteristics such as gender, education, age, and tenure on organizational career growth, affective occupational commitment, perceived organizational support, and performance. The technique used in this analysis is analysis of variance (ANOVA).

From the result of variance test, there is no significant difference in organizational career growth, perceived organizational support, affective occupational commitment, and performance based on respondents' characteristic such as gender, education, age, and tenure. This is shown in the probability value (*Sig.*) or p-value that is higher than 0.05 ( $p > 0.05$ ). In other words, there is no direct effect of gender, education, age, and tenure on organizational career growth, perceived organizational support, affective occupational commitment, and performance.

**HYPOTHESIS TESTING**

The data analysis technique used to test the hypothesis 1 (H1) up to 6 (H6) is Partial Least Square (PLS) path modeling, using SmartPLS 2.0 program. The benefit of PLS method compared to covariance structure analysis like LISREL, EQS, Mplus, or AMOS, is that PLS does not require large number of samples and normality assumption test (Fornell, and Bookstein, 1982; Bacon, 1999).

**Hypothesis 1 (H1): The effect of Organizational Career Growth (OCG) on Perceived Organizational Support (POS)**

The estimation result on the effect of organizational career growth on perceived organizational support on Table I show the path coefficient of 0.563 (positive). The coefficient significance test shows the t-value of 12.123. Because of t-value  $> 1.96$  means significant at the significance level of 5%, thus organizational career growth has positive and significant effect on perceived organizational support. If organizational career growth increased, then the perceived organizational support will increase as well. Contrary, the decrease in organizational career growth will decrease the perceived organizational support as well.

**Hypothesis 2 (H2): The effect of Organizational Career Growth (OCG) on Affective Occupational Commitment (AOC)**

The estimation result of the effect of organizational career growth on affective occupational commitment on Table I shows path coefficient of 0.387 (positive). The significance test of this coefficient shows the t-value of 5.246 which means the effect is significant at 5% significance level. Thus, organizational career growth has significant and positive effect on affective occupational commitment. This means that the increase in organizational career growth will increase affective occupational commitment. Contrary, the decrease in organizational career growth will decrease the affective occupational commitment.

**Hypothesis 3 (H3): The effect of Perceived Organizational Support (POS) on Affective Occupational Commitment (AOC)**

The estimation result on the effect of perceived organizational support on affective occupational commitment on Table I show the path coefficient of 0.160 (positive). The significance test on the coefficient shows t-value of 1.992 which means it is significant at 5% significance level. Thus, perceived organizational support has positive and significant effect on affective occupational commitment. If perceived organizational support increased, then affective occupational commitment will increased as well. Contrariwise, the decrease in perceived organizational support will lead to the decrease in affective occupational commitment.

**Hypothesis 4 (H4): The effect of Organizational Career Growth (OCG) on Performance**

The estimation result on the effect of organizational career growth on performance in Table I show path coefficient of 0.202 (positive). The significance test on the coefficient shows t-value of 2.105 which means the effect is significant at 5% significance level. Thus organizational career growth has positive significant effect on performance. The increase in organizational career growth will increase performance. Contrary, the decrease in organizational career growth will leads to the decrease in performance.

**Hypothesis 5 (H5): The effect of Perceived Organizational Support (POS) on Performance**

The estimation result on the effect of perceived organizational support on performance in Table I show path coefficient of 0.146 (positive). The significance test on the coefficient shows t-value of 2.047, which means that the effect is significant at 5% significance level. Thus, perceived organizational support has positive and significant effect on performance. This means that the increase in perceived organizational support will increase performance and vice versa.

**Hypothesis 6 (H6): The effect of Affective Occupational Commitment (AOC) on Performance**

The estimation result on the effect of affective occupational commitment on performance in Table I show path coefficient of 0.377 (positive). The significance test on the coefficient shows t-value of 5.786 which means the coefficient is significant at 5% significance level. Thus the affective occupational commitment has positive and significant effect on performance. The increase in affective occupational commitment will increase the performance and vice versa.

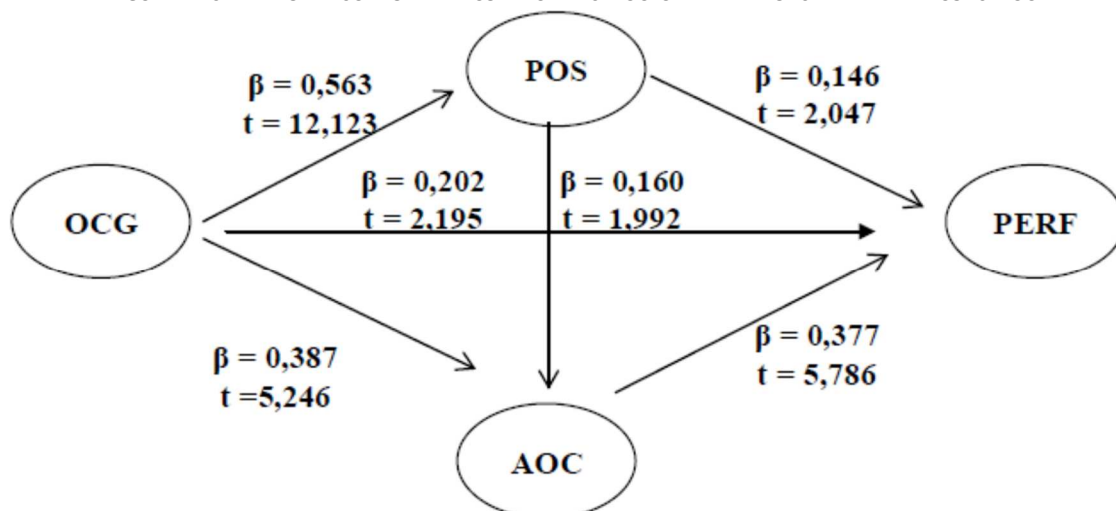
The estimation result of path coefficient on the effect of a construct on other construct using SmartPLS 2.0 program is presented in the following table:

**TABLE I: THE ESTIMATION RESULT OF PATH COEFFICIENT ON THE STRUCTURAL RELATIONSHIP BETWEEN THE CONSTRUCTS**

Hypothesis	Relationship Path	Path Coefficient ( $\beta$ )	t-value	Conclusion
H1	OCG $\rightarrow$ POS	0.563	12.123	Significant
H2	OCG $\rightarrow$ AOC	0.387	5.246	Significant
H3	POS $\rightarrow$ AOC	0.160	1.992	Significant
H4	OCG $\rightarrow$ PERF	0.202	2.195	Significant
H5	POS $\rightarrow$ PERF	0.146	2.047	Significant
H6	AOC $\rightarrow$ PERF	0.377	5.786	Significant

Notes: AOC = affective occupational commitment; OCG = organizational career growth; POS = perceived organizational support; PERF = Performance

**FIGURE 2: ESTIMATION RESULT OF PATH COEFFICIENT STRUCTURAL RELATIONSHIP BETWEEN CONSTRUCT**



ESTIMATION AND MEDIATION EFFECT EVALUATION

**Hypothesis 7 (H7): The effect of Organizational Career Growth (OCG) on Affective Occupational Commitment (AOC) mediated by Perceived Organizational Support (POS)**

**Causal Step Strategy (Baron & Kenny)**

For **hypothesis 7** testing with perceived organizational support as the mediator of the relationship between organizational career growth and affective occupational commitment (OCG → POS → AOC) thus the mathematical equation is as follows:

1. Simple regression formula for the effect of perceived organizational support variable on organizational career growth.

$$POS = a + b_1 OCG + e_1 \quad (1)$$

2. Simple regression formula for the effect of affective occupational commitment on organizational career growth.

$$AOC = a + b_3 OCG + e_2 \quad (2)$$

3. Multiple regression on the affective occupational commitment on the perceived organizational support as mediator and organizational career growth as independent variable.

$$AOC = a + b_2 POS + b'_3 OCG + e_3 \quad (3)$$

The estimation result on the total effect and direct effect from **formula 1, 2, and 3** to test the **hypothesis 7 (H7)** based on the criteria set by Baron and Kenny, is presented in the following table.

**TABLE II: ESTIMATION OF TOTAL COEFFICIENT AND DIRECT EFFECT (Formula 1, 2, and 3)**

Coefficient	Relationship path	Estimated	p-value	Conclusion
b <sub>1</sub>	OCG → POS (direct effect)	0.563	0.000	Significant
b <sub>2</sub>	POS → AOC (direct effect)	0.160	0.009	Significant
b' <sub>3</sub>	OCG → AOC (direct effect)	0.387	0.000	Significant
b <sub>3</sub>	OCG → AOC (total effect)	0.477	0.000	Significant

Notes: AOC = affective occupational commitment; OCG = organizational career growth; POS = perceived organizational support

The result of the first regression testing in Table II, shows that organizational career growth has significant effect on perceived organizational support (p-value < 0.05) with coefficient regression of (b<sub>1</sub>) = 0.563; the second regression testing on Table II, shows that organizational career growth has significant effect on affective occupational commitment (p-value < 0.05) with coefficient regression (b<sub>3</sub>) = 0.477; and the third regression test on Table II, shows that perceived organizational support has significant effect on affective occupational commitment, after controlled with organizational career growth (p-value < 0.05) with coefficient regression (b<sub>2</sub>) = 0.160. Then, there is direct effect b'<sub>3</sub> of 0.387 that is smaller than total effect b<sub>3</sub> = 0.477. The effect of independent variable organizational career growth on dependent variable affective occupational commitment decreased but still significant (p-value < 0.05), after controlled with mediating variable of perceived organizational support. Based on the criteria developed by Baron and Kenny (1986), we can conclude that the meditational hypothesis is supported. Thus perceived organizational support is the mediator for the relationship between organizational career growth and affective occupational commitment. In this case, the mediation is partial mediation because the coefficient of direct effect for the effect of organizational career growth on affective occupational commitment is significant.

**STRATEGY PRODUCT OF COEFFICIENT (INDIRECT EFFECT)**

The estimation result of indirect effect using macro PROCESS is presented on the following table:

**TABLE III: INDIRECT EFFECT ESTIMATION AND 95% CONFIDENCE INTERVAL (CI)**

Hip.	Mediation path	Koef.	95% CI		Conclusion
			Lower	Upper	
H7	OCG → POS → AOC	0.0901	0.0024	0.2027	Significant

Notes: AOC = affective occupational commitment; OCG = organizational career growth; POS = perceived organizational support

The result of indirect effect estimation for the effect of organizational career growth on affective occupational commitment through the mediator perceived organizational support on Table III, shows the value of 0.0901. True indirect effect located between 0.0024 and 0.2027 on 95% confidence interval. Because of zero does not included in the 95% confidence intervals, thus we can conclude that the indirect effect is significant in the 0.05 significance level. Thus, in line with the finding based on the criteria developed by Baron and Kenny, perceived organizational support is a mediator on the relationship between organizational career growth and affective occupational commitment. The increase in organizational career growth will also increase the perceived organizational support, and with the increase in perceived organizational support in its turn will increase affective occupational commitment. With the finding on the significant direct effect coefficient of organizational career growth on affective occupational commitment, it means that there is a partial mediation effect. Perceived organizational support partially mediates the effect of organizational career growth on affective occupational commitment. Organizational career growth has positive and significant effect, directly and indirectly through perceived organizational support, on affective occupational commitment.

**Hypothesis 8 (H8): The effect of Organizational Career Growth (OCG) on Performance mediates by Affective Occupational Commitment (AOC)**

**Strategy Causal Step (Baron & Kenny)**

To test the **hypothesis 8** in which affective occupational commitment plays the mediating role in the relationship between organizational career growth performance (OCG → AOC → Performance), the mathematical equation is as follows:

1. Simple regression formula of affective occupational commitment on organizational career growth.

$$AOC = a + b_{12} OCG + e_1 \quad (4)$$

2. Simple regression formula of the relationship between performance and organizational career growth.

$$Performance = a + b_3 OCG + e_2 \quad (5)$$

3. Multiple regression of performance as dependent variable on the mediating variables affective occupational commitment and perceived organizational support, and the independent variable of organizational career growth.

$$Performance = a + b_{21} POS + b_{22} AOC + b'_3 OCG + e_3 \quad (6)$$

The result of estimation on total effect and direct effect from **formula 4, 5, and 6** in testing **hypothesis 8 (H8)** based on the criteria developed by Baron & Kenny, is presented in the following table:

**TABLE IV: THE TOTAL COEFFICIENT AND DIRECT EFFECT ESTIMATION RESULT (Formula 4, 5, and 6)**

Koefisien	Relationship path	Estimated	p-value	Conclusion
b <sub>12</sub>	OCG → AOC (direct effect)	0.387	0.000	Significant
b <sub>22</sub>	AOC → PERF (direct effect)	0.377	0.000	Significant
b' <sub>3</sub>	OCG → PERF (direct effect)	0.202	0.006	Significant
b <sub>3</sub>	OCG → PERF (total effect)	0.464	0.000	Significant

Notes: OCG = organizational career growth; AOC = affective occupational commitment; PERF = Performance

The result of regression analysis in Table IV shows that organizational career growth has significant effect on affective occupational commitment (p-value < 0.05) with regression coefficient (b<sub>12</sub>) = 0.387; the fifth regression result in Table IV, shows that organizational career growth has significant effect on performance (p-value < 0.05) with regression coefficient (b<sub>3</sub>) = **0.464**; and the result of the sixth regression analysis in Table IV shows that affective occupational commitment has significant effect on performance, after controlled with organizational career growth (p-value < 0.05) with regression coefficient (b<sub>22</sub>) = 0.377. Further, we found

direct effect  $b_3$  of 0.202 which is smaller than total effect  $b_3 = 0.464$ . The effect of independent variable organizational career growth on dependent variable performance is decreased but still significant ( $p$ -value < 0.05), after controlled with mediating variable of affective occupational commitment. Based on the criteria developed by Baron and Kenny, thus we can conclude that the meditational hypothesis (H8) is supported. This means that affective occupational commitment is a mediator on the relationship between organizational career growth and performance. In this case a partial mediation because the direct effect coefficient of organizational career growth on performance is significant.

#### STRATEGY PRODUCT OF COEFFICIENT (INDIRECT EFFECT)

The estimation result on indirect effect using macro PROCESS is presented on the following table.

TABLE V: ESTIMATION ON INDIRECT EFFECT AND 95% CONFIDENCE INTERVAL (CI)

Hip.	Mediation path	Koef.	95% CI		Conclusion
			Lower	Upper	
H8	OCG → AOC → PERF	0,1458	0,0803	0,2316	Significant

Notes: AOC = affective occupational commitment; OCG = organizational career growth; PERF = Performance.

The estimation result on indirect effect of organizational career growth on performance through the mediator affective occupational commitment on Table V is 0.1458. True indirect effect located between 0.0803 and 0.2316 on 95% confidence interval. Because zero is not embodied in the 95% confidence intervals, then we can conclude that indirect effect is significant at 0.05 significance level. Thus, in line with the finding based on the criteria developed by Baron & Kenny, affective occupational commitment is a mediator on the relationship between organizational career growth and performance. If the organizational career growth is increased, then affective occupational commitment will also increase, which in turn will increase affective occupational commitment and performance. By understanding the significant direct effect coefficient on the effect of organizational career growth on performance, we know that the partial mediation exists in the relationship. The variable affective occupational commitment partially mediates the effect of organizational career growth on performance. Organizational career growth has positive and significant effect, directly or indirectly through affective occupational commitment, on performance.

## FINDINGS AND DISCUSSION

### H1: Organizational career development has positive and significant effect on perceived organizational support.

There is a significant and positive effect of organizational career growth on perceived organizational support. The path coefficient is 0.563 with t-count of 12.123 significant at 5% significance level. This means that organizational career growth has positive and significant effect on perceived organizational support. The 0.563 parameter coefficient value indicates that the better the career growth then the higher the organizational support perceived by employees. With the coefficient of determination of 0.317 (31,70%) or the variation in perceived organizational support can be explained by organizational career growth up to 31.70% and the rest 68.30% is affected by other factors outside the model. Through the analysis result of Factor Loading Estimation Results (Step II) we can also understand that from four indicators of career growth, the third indicator, promotion speed (OCG7) is the strongest indicator as the measurement of career growth with the factor weight coefficient of 0.728. Thus, the indicator opens and widely accessible promotion for all employees is an important component that needs attention in improving perceived organizational support.

This study places perceived organizational support as a factor that affect career satisfaction, and career satisfaction is placed as mediator or intermediary on the relationship between perceived organizational support and performance. Both research conducted by Karatepe, (2012) and Duffy *et al.* (2011), do not place perceived organizational support as a variable that will be affected by organizational career growth.

### H2: Organizational career growth has positive and significant effect on affective occupational commitment.

Based on the analysis result, this study finds that organizational career growth has positive and significant effect on affective occupational commitment. The path coefficient value on Table I is 0.387 with t-count of 5.246 and alpha 5%. Thus, we can conclude that the higher the employees' perception on the organizational career growth in an organization, the higher is their affective occupation commitment. This study confirms the finding from previous studies for example the one conducted by Sturges *et al.* (2005) and Bambacas (2010) who find the relationship between career and commitment. Contrary, Chew & Chan (2008) do not find empirical support on the effect of career management on commitment.

By considering these findings, ANOVA test is employed to ensure that gender, education, age, and tenure has a relationship with affective occupational commitment. The analysis shows no direct effect of gender, education, age, and tenure on career, perceived organizational support, affective occupational commitment, and performance.

The implication of this finding is on the effort to improve affective occupational commitment. Improving this variable can be performed by career development through remuneration growth, promotion speed, professional ability development, and the suitability of career purpose.

### H3: Perceived organizational support has positive and significant effect on affective occupational commitment.

The analysis result in this study shows that perceived organizational support has positive and significant effect on affective occupational commitment. The parameter coefficient value in Table I is 0.160 and t-count of 1.992 which means that perceive organizational support affects affective occupational commitment at 5% significance level. This finding supports the result from previous study conducted by Tella *et al.* (2007); Lee and Kulviwat, (2008); and Bang *et al.* (2013).

Similarly, the analysis result on Factor Loading estimation (Step II) reveals that from eight indicators of perceived organizational support, the second indicator (POS2) is the strongest indicator to test the perceived organizational support with weighted coefficient value of 0.790. Thus, the indicator of employees' job satisfaction is an important factor in improving perceived organizational support. Researchers have studied the effect of perceived organizational support on employee's organizational commitment in different context. Employee with higher perceived organisation support shows higher commitment for the organization (Cropanzano *et al.*, 1997; Liden *et al.*, 2003; Masterson and Stamper in Liu, 2009).

The implication of this finding is the effort to improve affective occupational commitment through perceived organizational support can be focused on the strongest indicator of perceived organizational support, the organization attention on employee job satisfaction, organization recognition on employee's contribution, and organization attention on employee's welfare. The other three indicators that need attention are the attention on employee extra time, employee complaint, and organization attention on individual level.

### H4: Organizational career growth has positive and significant effect on performance.

This study finds that organizational career growth has positive and significant effect on performance. The parameter path coefficient in Table I show a value of 0.202 with t-count of 2.195. This means that organizational career growth has a positive and significant effect on performance at 5% significance level. This study confirms the finding from Karatepe (2012) who use career satisfaction and performance concept in the study. The study finds the positive and significant relationship between career satisfaction and employee performance. David Okurame (2012) used the concept of career growth prospects, ekstra role performance, and organizational citizenship behavior/OCB. His study proves the relationship between career growth prospects and OCB. Previously, the study conducted by Nachbagauer & Riedl (2002) who test the effect of career plateaus on performance find the negative relationship between career plateaus on performance. Thus, employee behavior is highly affected by human resource management practices (such as career growth policies as studied here) through psychological contract-employee perception on what they expect from the organization as an exchange for what they have done. This is why career growth policy must have a strong impact on psychological contract between the employee and the organization, especially if career growth policy is an important initiative from employees (Bedeian *et al.* in Okurame, 2012).

The implication of this finding is the improvement of performance can be performed through career growth.

### H5: Perceived organizational support has positive and significant effect on performance

Based on the analysis result this study finds that perceived organizational support has positive and significant effect on performance at 5% significance level. On Table I, the parameter path coefficient is 0.146 with t-count of 2.047. This finding support the result of study conducted by Pazy (2011) which finds that perceived organizational support by supervisor's increase performance, while the result of study conducted by Chiang and Hsien (2012) shows that perceived organizational

support and positive psychological empowerment is positively affected by behavior. Perceived organizational support has no positive effect on performance. Arshadi and Hayavi (2012) prove the relationship of perceived organizational support and organizational commitment with performance.

The implication of this finding is that the effort to improve performance through organizational support should be performed through providing attention on employee satisfaction, organization recognition on employee contribution, and organizational attention of welfare.

**H6: affective occupational commitment has positive and significant effect on performance.**

Based on the analysis result, this study finds that affective occupational commitment has positive and significant effect on performance. The parameter path coefficient is 0.377 with t-count of 5.786. thus, affective occupational commitment has positive and significant effect on performance at 5% significance level.

Through the analysis of Factor Loading estimation (Step II) we find that from six indicators of affective occupational commitment, the second indicator (AOC2) is the strongest indicator to measure affective occupational commitment with weighted factor coefficient of 0.853. Thus the emotional closeness with organization is an important factor in improving employee affective occupational commitment.

Based on this finding we may conclude that improve employee performance through affective occupational commitment, organization should have focused on the improvement of strong feeling toward organization, organizational closeness, and make employees feel as the part of the organization.

**H7: Mediating effect of perceived organizational support on the effect of organizational career growth on affective occupational commitment**

The mediating role of perceived organizational support on the relationship between organizational career growth and affective occupational support is found through the mediation testing steps developed by Baron and Kenny (1986). The test shows that organizational career growth has positive and significant effect on perceived organizational support; fulfill the first requirement for the testing. In the second step, we find that organizational career growth has positive and significant effect on affective occupational commitment; fulfilling the second requirement for the test. The last step is reviewing the effect and significance of perceived organizational support on affective occupational support, after controlling the organizational career growth variable ( $p$ -value < 0.05). In this step we find that perceived organizational support mediates the relationship between organizational career growth and affective occupational commitment with positive and partial affect (partial mediation), because  $\beta$  decreased (direct effect  $b_3$  of 0.387 lower than total effect  $b_3 = 0.477$ ). To test the significance level of indirect relationship between organizational career growth with affective occupational commitment mediated by perceived organizational support, we use Sobel test. The mediation relationship is determined from coefficient and standard error of related variables.

The result of mediation testing (with sobel test and bootstrapping estimation) shows that the indirect effect of organizational career growth on performance through the mediator of perceived organizational support is significant at 0.0901. This finding is in line with the finding from Baron and Kenny (1986) that perceived organizational support is a mediator in the relationship between organizational career growth and affective occupational commitment with positive partial mediation.

This shows that employees who feel organizational support and experience the promising career growth will have high affective occupation commitment. This happen due to the organizational support perceived by the employees in the 15 KPPN studied is high, thus the result for perceived organizational support is significant.

**H8: Mediating role of affective occupational commitment on the effect of organizational career growth on performance.**

The mediating role of affective occupational commitment on the relationship between organizational career growth and performance is tested using the method developed by Baron and Kenny (1986). On the first step we find that organizational career growth has significant and positive effect on affective occupational commitment; fulfilling the first requirement. On the second step we find that organizational career growth has positive and significant effect on performance; fulfilling the second requirement. The last step is aimed to see the effect and significance level of affective occupational commitment on performance, after controlling the organizational career growth variable ( $p$ -value < 0.05). In this step we find that affective occupational commitment mediates the relationship between organizational career growth and performance with positive partial mediation, due to the decrease in  $\beta$  (direct effect  $b_3$  of 0.202 lower than total effect  $b_3 = 0.464$ ). To test the significance of the indirect relationship between organizational career growth and performance mediated by affective occupational commitment we see the coefficient and standard error of related variables. The estimation result from sobel test and bootstrapping shows that the indirect effect of organizational career growth on performance through the mediator of affective occupational commitment is significant with the coefficient of 0.1458. Baron and Kenny (1986) also find similar result that affective occupational commitment is a mediator in the relationship between organizational career growth and performance with positive partial mediation.

The mediating role of affective occupational commitment on this study is significant because in affective occupational commitment has received attention from the 15 KPPN studied in improving their employee performance.

The implication of this finding is that employee performance in the 15 KPPN studied is directly affected by organizational career growth that they experience, and partially and positively mediated by affective occupational commitment.

## CONCLUSIONS

1. The result of all analysis of variance shows that there is no significant difference on the organizational career growth, perceived organizational support, affective occupational commitment, and performance, based on respondents' characteristics such as gender, education, age, and tenure.
2. The result of testing on H1 shows that organizational career growth has positive and significant effect on perceived organizational support.
3. The result of testing on H2 shows that organizational career growth has positive and significant effect on affective occupational commitment.
4. The result of testing on H3 shows that perceived organizational support has positive and significant effect on affective occupational commitment.
5. The result of testing on H4 shows that organizational career growth has positive and significant effect on performance.
6. The result of testing on H5 shows that perceived organizational support has positive and significant effect on performance.
7. The result of testing on H6 shows that affective occupational commitment has positive and significant effect on performance.
8. The result of testing on H7 shows that perceived organizational support mediates the relationship between organizational career growth and affective occupational commitment partially and positively. This finding answer the suggestion from Weng and McElory (2012), who suggest next study hypothesis to place perceived organizational support as mediating variable on the relationship between organizational career growth and affective occupational commitment.
9. The result of testing on H8 shows that affective occupational commitment mediates the relationship between organizational career growth and performance with partial and positive mediation.

## LIMITATIONS

First, the design of this study uses cross-sectional approach. In this approach the data is gathered in a time, thus implying the limitation in its interpretation and causal relationship among the variables. Thus, the use of longitudinal design is needed in the future to re-confirm the causal relationship among the variables in this study.

Second, the measurement for affective occupational commitment is performed using self-reported method, thus open a probability of subjective view in filling the questionnaire. This study does not involve other parties such as co-workers and customers in assessing employee's commitment.

Third, the sampling is limited. This makes generalization of this finding into other sector needs to be conducted carefully. Thus, future study is suggested to take samples from various sectors to increase the generalization level.

## IMPLICATIONS

### THEORETICAL IMPLICATION

1. The result of statistical testing shows that the instrument used in this study has fulfilled the validity and reliability requirement. There are only two items that need to be eliminated. This means that the instrument used to measure organizational career development, perceived organizational support, affective occupational commitment, and performance can be re-used in future studies.



2. Affective occupational commitment measured using one organizational component approach or the affective commitment, only partially mediates the relationship between organizational career growth and performance. Further studies are needed to understand the role of affective occupational commitment as a mediating variable. Even though there is a significant effect of affective occupational commitment on performance, this finding is not in line with previous studies finding. Previous studies mostly find that one of the consequences of affective organizational commitment is performance. However, Astuti (2002) and Somers and Birnbaum (1998) study show similar result with this study.
3. The empirical result of this study shows that organizational career growth has significant effect on performance. This strengthens the argument that employees who are happy on the promotion opportunity and growth in remuneration will have better performance than they who don't. However, further studies are needed on the relationship between these two constructs, especially related with performance. This significant effect, according to Iaffaldano and Muchinsky (1985) is caused by subjective measurement of performance. Thus, further studies to test the relationship between these two constructs using an objective measure for performance.

#### PRACTICAL IMPLICATION

1. Managers of an organization are expected to issue policies that will be able to improve performance by putting more attention on employees' career growth. The policies may relate with the growth in remuneration, promotion speed, professional ability development, and capability of career objective.
2. Perceived organizational support can affect employee perception on the organizational support provided by their organization, among other the policy on career opportunity or employee career management.
3. Employee career growth policy may create pride for the organization that understand their employee behavior and attitude.

#### SUGGESTIONS FOR FUTURE STUDIES

First, the samples should be selected from several different places so that the result can be generalized.

Second, the measurement of performance should not only come from subjective measures but also objective measures. Besides that, performance assessment can be performed not only by supervisor but also by co-workers, family, or customers. Similarly, with commitment assessment can be performed not only using one model but with three organizational commitment approaches at once. To generate more objective result, the involvement of aforementioned parties can be considered in the future studies.

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**ABSTRACT**

*This study aims to test and analyze the effect of organizational career growth on perceived organizational support, affective occupational commitment, and employees' performance. This study also aims to test the mediating effect of perceived organizational support on the relationship between organizational career growth and affective occupational commitment, as well as the mediating role occupational commitment on the relationship between organizational career growth and employees' performance. This study is conducted by survey method on vertical institute on the Directorate General of Treasury of the Republic of Indonesia in 15 KPPN (Kantor Pelayanan Perbendaharaan Negara-State Treasury Service Office) in Central Java province, which totaled to 550 employees. The sampling technique used in this study is multistage cluster sampling. There are 260 questionnaires that were distributed; from these number 250 questionnaires were returned. The number of questionnaires that were returned is the minimum number of samples that were usable for further analysis. The questionnaire consists of 33 question items that include items for performance, organizational career growth, affective occupational commitment, and perceived organizational support. This result of this research show that perceived organizational support positively and significantly proved to be a mediator (partial mediation) in the relationship between organizational career growth and affective occupational commitment. Affective occupational commitment has also proved as mediator (partial mediator) on the relationship between organizational career growth and employees' performance.*

**KEYWORDS**

organizational carrier growth, perceived organizational support, affective occupational commitment, and employees' performance.

**INTRODUCTION**

An organization views employees' commitment as something desirable. This is reflected in the vast number of literatures that develop and discuss about how to improve employees' commitment (Shore, Barksdale, and Shore, 1995). Pinder (1998) states that method to develop employees' commitment is interesting for practitioners and academicians because high commitment is people believe that this variable has good effect for businessmen and employees.

Employment relationship is an exchange relationship. Blau in Konovsky and Pugh (1994) differentiate two types of exchange, social exchange which refers to long term relationship, based on the belief that other members will perform their responsibility fairly in the long term; and economic exchange, which based on transaction and expectation of fairness in the short term relationship.

This paper aims to examine the importance of organizational career growth, perceived organizational support, and affective occupational commitment in improving employees' performance. As well as examining the role of affective occupational commitment and perceived organizational support in mediating the relationship between organizational career growth and employees' performance. In organizational perspective, as stated by several studies, organizational commitment will increase job satisfaction, motivation, attendance, and decrease absence and turnover (Becker, Billings, Eveleth, and Gilbert, 1995). On the other hand, employee who has high commitment will increase organizational effectiveness through high involvement in the organization and work hard to achieve organizational goals (Danish and Usman, 2010; Rehman, Khan, Ziauddin, and Lashari, 2010). Furthermore, Weng *et al.*, (2010), conclude that: organizational career growth can be divided into four factors, firstly career goal progress or how far employee's work aspect fulfil the relevant aspect which raises awareness in the goal of their career. Secondly, professional ability development or how far one's job will enable them to acquire new skill and knowledge. Thirdly, promotion speed or employee's

perception on the probability for them to be promoted. Fourthly, remuneration growth which is the employee's perception on the probability in compensation improvement.

The result of Weng *et al.* (2010) study on the effect of organizational career growth which consist of career goal progress, professional ability development, promotion speed, and remuneration growth on organizational commitment that consist of affective, normative, and sustained commitment. Their study shows that these four organizational career growth have positive effect on affective commitment. However, the effect of this variable on sustained and normative commitment only affected by three factors of organizational career growth that is career goal progress, promotion speed, and remuneration growth. Then, Weng and McElroy, (2012) test the relationship among the four factors in organizational career growth (career goal progress, professional ability development, promotion speed, and remuneration growth), on affective occupational commitment and turnover intention. Their study shows that all the four factors in organizational career growth (career goal progress, professional ability development, promotion speed, and remuneration growth) has positive effect on affective occupational commitment and has negative effect on turnover intention. Their study also shows that affective occupational commitment mediates the effect of the other four factors of organizational career growth (career goal progress, professional ability development, promotion speed, and remuneration growth) on turnover intention.

Adopting the finding from Weng *et al.* (2010), this study proposes a multidimensional concept of organizational career growth. The proposed model shows that organizational career growth consists of four factors: meet the career goal, develop professional ability of employees, accept promotion, and provide a compensation according to their abilities. Basically, organizational career growth is a measurement of how far an individual feels that their current company attempt to shape an environment in which employees are able to fulfil their needs that related with employees' career through promotion and compensation (Weng *et al.*, 2010). Then, the problem is that organization has to understand what factors that affect organizational career growth in its relation with achieving the goals of a job. Then, what is interesting to be tested is how every aspects of career growth in an organization affect the result of occupational commitment. According to Weng *et al.* (2010) organizational career growth has positive effect on organizational behavior, but there is no study on the relationship between organizational career growth and affective occupational commitment. Thus, the researcher will try to understand the concept of organizational career growth in its relation with performance achievement, whether it is attainable because of its dependence on employees' affective occupational commitment.

In relation with this study model, the mediation may appear in the relationship between organizational career growth and affective occupational commitment, as well as on the relationship between organizational career growth and employees' performance. In its relation with the relationship between organizational career growth and affective occupational commitment, the presence of organizational career growth as a mediating variable encourage the researcher to study the correlational mechanism between organizational career growth and affective occupational commitment. How organizational career growth affects perceived organizational support which in turn affects affective occupational commitment? In this case, a mediation testing is needed. As Weng dan McElroy (2012) suggested in their study, this study add other alternative variable as a hypothesis in the concept that correlate the four factors of organizational career growth and affective occupational commitment, this study add perceived organizational support as a mediating factor.

The similar condition applies to the relationship between organizational career growth and employees' performance, the affective occupational commitment and perceived organizational support become the mediating variable. This model encourages the researcher to understand the mechanism that correlate the relationship between organizational career growth and employees' performance. Based on the description above, by referring to other Weng and McElroy (2012) studies that showing empirical evidence of mediating effect of affective occupational commitment on the relationship between organizational career growth and turnover intention, thus the center issues in this dissertation are: 1) This study will study the same topic as Weng (2012) suggestion. He suggested that perceived organizational support is necessary to be added as mediating variable in the relationship between organizational career development and affective occupational commitment. 2) This study tries to employ the construct of employees' performance as a consequence of affective occupational commitment (a dimension of organizational commitment) because performance or job achievement plays more important role rather than their turnover intention (Meyer *et al.*, 1989). 3) The researchers want to prove empirically whether perceived organizational support as a mediating variable will mediated the effect of organizational career growth. (4) The researchers want to prove empirically whether affective occupational commitment can mediate the effect of organizational career growth on employees' performance. (5) The researchers want to prove empirically whether organizational career growth, perceived organizational support, and affective occupational commitment will have direct effect on employees' performance.

This study is conducted to resolve the phenomenon of the non-optimum performance of 15 KKPN in the Regional Office XV of the Directorate General of State Treasury in Semarang for the last five years period. This phenomenon appears on the result of inspection from Inspectorate General of the Ministry of Finance on Regional Office of the Directorate General of State Treasury in Semarang performance. Thus, the improvement in the government worker performance is very important to be conducted as soon as possible.

The improvement in bureaucrat public service performance is expected to repair government image in public mind. With better public services, public satisfaction and trust can be rebuilt again. Duet to these reasons, study on public bureaucrat performance become the central issue and has a strategic value, especially in relatin with perception and career growth as well as the commitment in performing public service.

## REVIEW OF PRIOR STUDIES AND HYPOTHESES DEVELOPMENT

### DEFINITION OF PERFORMANCE

Rotundo, M (2002) states that the definition of performance focused on individual's behavior or action, and not the output or result of their action and behavior. Smith in Rotundo (2002) stresses that the accurate measurement of performance covers the direct observation on behavior. Murphy in Rotundo (2002) states that performance has to be defined in the behavioral term rather than result. Murphy also defines performance as behavior that related with organizational goal. Campbell in Rotundo (2002) defines performance as action or behavior under individual control that contributes on organizational goal and can be masured using individual's skill. Gomes (2003) defines employees' performance as output, while efficiency and effectiveness usually are related with productivity.

Based on the description, we can conclude that performance is the result of work, both in term of quality and quantity, that achieved by an employee in performing his/her duty according to the responsibility that he/she hold. Individual performance refers to individual working achievement which is regulated based on the standard or criteria determined by an organization. The high individual performance will increase overall organizational performance. The operationalization of performance in this study is adopted from the indicators of performance developed by Neal Jr. (2003) that consist of: (1) job knowledge; (2) job quality; (3) productivity; (4) adaptativeness and flexibility; (5) cooperative and cooperation; (6) reliability and responsibility; and (7) communication and interaction capability.

### DEFINITION OF ORGANIZATIONAL CAREER GROWTH (OCG)

Hall in Orpen (1994) defines career as the sequence of job experience that is directed for personal and organizational purposes that someone has to pass in his/her life, either under their own control or under someone else control. The concept of 'career' has experience significant changes in the last three decades and these changes has caused radical changes in the career managed (Cohen and El-Sawad in Sarah Lewis and John Arnold, 2012). Weer in Okurame (2012) defines caeer growth as the probability for an employee to be promoted and get an experience of career growth as well as the improvement in their responsibility and challenging duties. Jans in Weng and McElroy (2012) stated that perception on career growth is the probability perceived by employee related with the development and improvement of their career in an organization. Furthermore, Weng *et al.* (2010) widened the concept of career development and improvement by proposing that organizational career growth can be assessed through four factors: (1) achieving the purpose of career growth or how far employee's work aspect is relevant in providing the chances to achieve career goal; (2) professional ability development or how far one's job will enable them to acquire new skill and knowledge; (3) promotion speed or employee's perception on the probability for them to be promoted; and (4) remuneration growth, or employee perception on the speed, quantity, and probability of remuneration growth (Weng and McElroy, 2012). Organizational career growth can be assessed from two indicators, the career growth or the improvement in structural or hierarchical term through promotion and the improve in career growth experience (Milliman, Brutus. *et al.*, in Okurame, 2012). While the propect of organizational career growth is defined as the probability of an employee to be promoted or will achieve career growth experience from the increase in responsibility and challenging duties (Weer in Okurame, 2012).

Based on the description, the organizational career growth in this study is the improvement in career in the form of promotion, responsibility, authority, and compensation, experienced by employee during their working period. This study adapts the four factors of organizational career growth developed by Weng *et al.* (2010) as the operationalization of organizational career growth variable. These factors include (1) achieving the purpose of career growth or how far employee's work aspect is relevant in providing the chances to achieve career goal; (2) professional ability development or how far one's job will enable them to acquire new skill and knowledge; (3) promotion speed or employee's perception on the probability for them to be promoted; and (4) remuneration growth, or employee perception on the speed, quantity, and probability of compensation (Weng dan McElroy, 2012).

#### THE DEFINITION OF AFFECTIVE OCCUPATIONAL COMMITMENT (AOC)

The affective occupational commitment is conceptualized as psychological condition or paradigm that tied an individu to perform a relevant action with one or more targets, and their willingness to withstand in an action (Cooper-Hakim and Viswesvaran, 2005). Porter, Steers, Mowday, and Boulian (1974) define commitment as a strong faith and acceptance of organizational goals, willingness to keep a membership in an organization. Robbins and Judge (2007) define commitment as a condition in which an individu take a side on their organization together with its objectives and is willing to maintain their membership in the organization. Mathis and Jackson in Sopiha (2008) define organizational commitment as a position in which employee believe and willing to accept the organizational objectives, as well as having intention to stay or do not left their organization. Mowday in Sopiha (2008) stated that there are three aspects of commitment: (a) affective commitment, related with the willingness to be tied to the organization. Individu maintain their membership because of their own willingness. The key of this commitment is 'want-to'; (b) continuance commitment is a commitment that is based on rational needs. In other words, this commitment is developed based on profitability consideration; the individu considers what they should sacrifice if they need to stay in an organization. The key of this commitment is the need to stay (need to); and (c) normative Commitment is a commitment that based on the norms that exist in employee's value system, which includes individu belief on their responsibility for the organization. He/she feels the need to stay due to loyalty. The key of this commitment is the responsibility to stay in the organization (ought to). Allen and Meyer (1996) define affective organizational commitment as "psychological relationship between employees and the organization which reduces the probability of employees leaving the organization voluntarily is so small". It is expected that employees with strong affective commitment will stay in the organization because of the emotional ties with the organization.

Thus, affective commitment shows the psychological attachment between individual and their organization which can be described with individual's involvement in organizational activities, thus they enjoy the activities. In other words, somebody may stay in an organization because they want to. The affective occupational commitment is measured using six items developed by Meyer, Allen, and Smith (1993). One of the items is "I have a strong feeling with the organization". This model has been used broadly by Lee and Corbett (2006); Lee and Kulviwat (2008); Wickramasinghe and Wickramasinghe (2012).

#### THE DEFINITION OF PERCEIVED ORGANIZATIONAL SUPPORT (POS)

Rhoades and Eisenberger (2002) state that in order to fulfil socio-emotional needs and to assess the benefit of performance growth, employees develop a perception on how far their organization's value their contribution and concern on employees' welfare. Perceived organizational support is an integration of employees' feeling of justice, self-worth, and self-development (Sluss *et al.*, 2008). Perceived organizational support is considered to represent employees' trust that their organization is willing to respect their employees for what their employees have done for the organization (Rhoades and Eisenberger, 2002; Panaccio and Vandenberghe, 2009; Fu and Lihua, 2012:146). Perceived organizational support can be defined as employees' comprehensive trust on organization in respecting employees' contribution and the concern on employees' welfare (Perryer, Jordan, Firms, and Travaglione, 2010).

Based on meta-analysis of studies on perceived organizational support by Rhoades and Eisenberger (2002), there are three general categories of treatment that can be considered as benefit for employees, equal treatment, supervisor supports, recognition and workplace condition, that positively related with perceived organizational support. Organizational Support Theory finds the appropriate mechanism for this model of relationship.

#### SIGNIFICANCE OF THE STUDY

The result of this study is expected to provide benefits for: firstly, adding understanding on the relationship among organizational career growth, perceived organizational support, affective occupational commitment, and performance, thus this study can be used as a reference both by academics and other researchers who conduct further study on this topic. Secondly, it is expected that this study will provide benefits for the interested parties by providing contribution in the form of information transfer from this study findings, which can be used as a reference in arranging policies to improve employees' performance.

#### STATEMENT OF THE PROBLEM

1. Does organizational career growth have positive effect on perceived organizational support?
2. Does organizational career growth have positive effect on affective occupational commitment?
3. Does organizational career growth have positive effect on employees' performance?
4. Does perceived organizational support have positive effect on affective occupational commitment?
5. Does perceived organizational support have positive effect on employees' performance?
6. Does affective occupational commitment have positive effect on employees' performance?
7. Does perceived organizational support mediates the effect of organizational career growth on affective occupational commitment?
8. Does affective occupational commitment mediate the effect of organizational career growth on employees' performance?

#### STUDY OBJECTIVES

1. Testing and analyzing the effect of organizational career growth on perceived organizational support.
2. Testing and analyzing the effect of organizational career growth on affective occupational commitment.
3. Testing and analyzing the effect of organizational career growth on employees' performance.
4. Testing and analyzing the effect of perceived organizational support on affective occupational commitment.
5. Testing and analyzing the effect of perceived organizational support on employees' performance.
6. Testing and analyzing the effect of affective occupational commitment on employees' performance.
7. Testing and analyzing the mediating role of perceived organizational support on the effect of organizational career growth on affective occupational commitment.
8. Testing and analyzing the mediating role of affective occupational commitment on the effect of organizational career growth on employees' performance.

#### HYPOTHESIS

##### ORGANIZATIONAL CAREER GROWTH AND PERCEIVED ORGANIZATIONAL SUPPORT

Researchers have found the positive relationship between organizational career growth and perceived organizational support. Rhoades and Eisenberger (2002), Levinson (1965), Karatepe (2012), and Waseem (2010) find positive effect of supervisor support, pay satisfaction, and career growth opportunity in improving employees' perceived organizational support. Based on these empirical evidences, thus employees' trust on the possibility of career growth in an organization will increase the perceived organizational support. It is proposed as follow:

**H.1: organizational career growth has positive effect on perceived organizational support**

##### ORGANIZATIONAL CAREER GROWTH AND AFFECTIVE OCCUPATIONAL COMMITMENT

Affective occupational commitment refers to employees' psychological condition caused by employee's identification with organizational objectives and values, or can be viewed as employees' loyalty in maintaining their membership in the organization (Meyer, Allen, and Smith, 1993). In the commitment model proposed by Meyer and Allen (1997) mentioned that affective and normative commitment are developed as a result of organization's Human Resource Management (HRM)



practice. For example, employee willingness to stay (affective commitment) and responsibility to return the favor (normative commitment) may appear because of career management provided by the organization.

In line with the explanation, Mathieu and Zajac (1990) mention that the difference in the commitment level may be caused by individual difference. Sturges *et al.* (2005); Bambacas M (2010); and Chew and Chan (2008) conclude that when company provides career management assistance for their employees it will affect the affective commitment. Based on the explanation, the hypothesis is proposed as follow:

**H.2: Organizational career growth has positive effect on affective occupational commitment**

**ORGANIZATIONAL CAREER GROWTH AND EMPLOYEES' PERFORMANCE**

Employee behavior is highly affected by HRM practices, thus career growth policy will create strong feeling in the psychological contract between employees and organization, especially if career growth policy is a valuable initiative for employees in interpreting employees' career improvement and growth (Bedeian *et al.*, in Okurame, 2012). A study that focused on the theme of career and performance is conducted by Karatepe (2012) by using career satisfaction and employees' performance concept. Based on the explanation (Huselid, 1995; Rhoades and Eisenberger, 2002; Applebaum *et al.*, 2001; Karatepe, 2012; Okurame, 2012; Nacibagauer and Riedl, 2002) then the higher the expectation on career, the higher the efforts to achieve the performance. Thus the hypothesis is proposed as follows:

**H.3: Organizational career growth has positive effect on employees' performance**

**PERCEIVED ORGANIZATIONAL SUPPORT AND AFFECTIVE OCCUPATIONAL COMMITMENT**

Eisenberger, Huntington, Hutchison, and Sowa (1986) propose that the high perceived organizational support will increase employees' expectation and create commitment to return the favor to the organization in the form of support. Thus, the high perceived organizational support has high correlation with organizational commitment. In line with social exchange theory, perceived organizational support has positive effect on effective occupational commitment (Rhoades and Eisenberger, 2002). Researchers have conducted research on the effect of perceived organizational support on employees' organizational commitment in the different contexts. Employees who get higher organizational support tend to show higher commitment for organization (Liu, 2009; Meyer *et al.*, 2002; Armeli, Eisenberger, Fasolo, and Lynch, 1998).

Several studies that support the relationship between perceived organizational support with affective occupational commitment among others are: Liu (2009) find that perceived organizational support significantly related with affective occupational commitment and Organizational Citizenship Behavior (OCB); Farh, Hackett, and Liang (2007) find strong relationship between perceived organizational support and other organizational behaviors including affective occupational commitment and work achievements. According to Dawley, Andrews, and Bucklew (2008) and Curry and Dollery (2006), the organization that has employees with affective occupational commitment usually showed their commitment first by providing conducive working environment. Based on this result, the hypothesis is formulated as follows:

**H.4: Perceived organizational support has positive effect on affective occupational commitment**

**PERCEIVED ORGANIZATIONAL SUPPORT AND EMPLOYEES' PERFORMANCE**

Several empirical studies that have showed the significant relationship between perceived organizational support and output such as performance, job satisfaction, organizational commitment, turnover intention, and performance (Rhoades and Eisenberger, 2002; Susskind, Kacmar, and Brymer, 2000). Eisenberger *et al.* (2001) find that responsibility mediates the relationship between perceived organizational support and affective occupational commitment, performance. Armeli *et al.* (1998) find that there is relationship between perceived organizational support and police performance; Pazy (2011) finds that various types of perceived support provided by organization and supervisor will improve performance. Arshadi (2012) supports the relationship between perceived organizational support and organizational commitment, performance, and turnover intention. Thus the hypothesis is as follows:

**H.5: Perceived organizational support has positive effect on performance**

**AFFECTIVE OCCUPATIONAL COMMITMENT AND PERFORMANCE**

According to Porter *et al.* (1974) employees' commitment is known as a behavioral approach on organization. Employees' commitment has two components, attitude and willingness to behave. Attitude covers the identification with organization that is the acceptance on organizational objectives in which this acceptance becomes the base of employee's commitment. The empirical support shows the positive effect of commitment on performance (Suliman and Al Kathairi, 2013); however, Cichy *et al.* (2011) find that affective commitment is the strongest predictor of performance compared to normative and continuance commitment. Similarly, Chen and Francesco (2003) mention that there is positive relationship between affective commitment and performance. Thus the hypothesis is formulated as follows:

**H.6: Affective occupational commitment has positive effect on performance**

**PERCEIVED ORGANIZATIONAL SUPPORT AS MEDIATING VARIABLE ON THE RELATIONSHIP BETWEEN ORGANIZATIONAL CAREER GROWTH AND AFFECTIVE OCCUPATIONAL COMMITMENT**

Career opportunity has positive relationship with perceived organizational support (Eisenberger *et al.*, 1997; Meyer and Smith, 2000; Karatepe, 2012; Waseem, 2010), while the relationship between perceived organizational support and commitment is supported by several studies among others Meyer *et al.* (2002); Rhoades and Eisenberger, (2002); Liu, (2009); Farh *et al.* (2007); Dawley *et al.* (2008). Weng and McElroy (2012) suggest the mediating role of perceived organizational support on the relationship between organizational career growth and affective occupational commitment. Based on the understanding on the mediating model, the third variable (mediating variable) or in this case perceived organizational support, will clear up the relationship between organizational career support and affective occupational commitment. This means that a clearer understanding can be achieved by explaining the relationship among these three variables, or known as mediational hypothesis.

Based on the relationship between organization career growth and perceived organizational support, thus we may assume that perceived organizational support can be placed as mediating variable on the relationship between organizational career growth and affective occupational commitment, even though empirically there is no study that have proven this relationship model. Based on this description, the hypothesis is proposed as follows:

**H.7: Perceived organizational support mediates the relationship between organizational career growth and affective occupational commitment**

**AFFECTIVE OCCUPATIONAL COMMITMENT AS MEDIATING VARIABLE ON THE RELATIONSHIP BETWEEN ORGANIZATIONAL CAREER GROWTH AND EMPLOYEES' PERFORMANCE**

The relationship between organizational career growth and perceived organizational support has been proved through Sturges *et al.*, (2005); Bambacas, (2010); and Chew and Chan (2008) studies. Empirical support on the relationship between commitment and performance proved the positive relationship between organizational commitment and performance (Suliman and Al Kathairi, 2013; Lee *et al.*, 2010; Cichy *et al.*, 2009). This study refers to Weng and McElroy (2012) that affective occupational commitment mediates the effect of organizational career growth on turnover intention. However, we propose that affective occupational commitment has mediating role on the relationship between organizational career growth and performance, with an assumption that there is a relationship between organizational career growth with performance, which can be explained indirectly through the mediating variable of affective occupational commitment. With the main consideration that there is direct relationship between organizational career growth and affective occupational commitment, and direct relationship between affective occupational commitment with performance, the model proposed is interesting to be tested. Based on the explanation the hypothesis is proposed as follows:

**H.8: Affective occupational commitment mediates the relationship between organizational career growth and performance**

**RESEARCH METHOD**

**POPULATION AND SAMPLE**

This study is a survey that conducted on 250 employees, 45 staffs and 205 heads in the Regional Office of Directorate General of State Treasury in 15 KPPN in Central Java province, who were invited to participate in this study. The average age of respondent is 48 years old with 50 years old as median and modes. The standard deviation shows the deviation from average value is 5.74 and is lower than the average age (48.71) thus, we may conclude that there is low variability of

respondent age. The oldest respondent is 56 years old and the youngest respondent is 29 years old which result in 27 years age range (oldest-youngest). The majority of respondents are female (52%), with 21 – 30 years of tenure (64.8%). Most of the respondents are high school (or equivalent education degree) graduate 57% (141 people), 36% (91 people) has undergraduate and graduate degree, and 7% (18 people) has diploma degree.

#### MEASUREMENT

In this study the operationalization of variable performance is adapted from performance indicators developed by Neal Jr, (2003). This scale consists of seven items to measure seven dimensions. The organizational career growth is measured using the measurement developed by Weng *et al.* (2010), this scale consists of 12 items to measure four dimensions. The affective occupational commitment is measured using the indicators developed by Meyer *et al.* (1993), this scale consists of six items to measure six dimensions. The perceived organizational support is measured using the indicators developed by Rhoades and Eisenberger (2002), this scale consists of eight items to measure eight dimensions. Respondents are asked to provide their answer on five Likert scale from 1 = very disagree up to 5 = very agree.

#### DATA ANALYSIS

The data is analyzed with descriptive statistical analysis which covers the minimum value, maximum value, mean value, standard deviation, and ANOVA. The hypothesis 1 up to hypothesis 6 is tested using structural equation modeling (SEM) with PLS (partial least square) method through SmartPLS 2.0 program. However, the hypothesis 7 and 8 are tested using two different strategies, causal step based on the method developed by Baron and Kenny (1986) and product of coefficient strategy that is based on the significance test on indirect effects with Sobel test (Preacher dan Hayes, 2004).

## RESULT AND DISCUSSION

### CONVERGENT VALIDITY TESTING

The result of convergent validity testing shows factor loading of all indicators with the minimum value of 0.491, however it is still significant which makes the indicators are acceptable for further analysis. There are two indicators that need to be eliminated, the OCG 01 indicator that has factor loading of 0.350 and OCG 02 that has factor loading of 0.323. These indicators are eliminated because it has factor loading below 0.5. Thus all the remaining indicators can be used in further analysis.

### Discriminant Validity

Discriminant validity is assessed by comparing square root of average variance extracted (AVE) among each construct in the model. The test result shows that all constructs have similar root AVE. Thus, we can conclude that all constructs fulfill the criteria of discriminant validity that is the measurement in the block is better than the measurement in other construct blocks.

To assure whether the latent construct can predict the indicator in their block better than the indicator in other block, the data will be analyzed by assessing the result of cross loading. The loading value of each factor is presented in the bold and italicized numbers. Thus, we can understand that the latent construct is able to predict the indicator in its block better than the indicator in the other block. This makes the discriminant validity requirements are fulfilled.

### Composite reliability

Composite reliability is a measure of reliability of a block of indicator in measuring its construct. All constructs have high composite reliability; above 0.70 as required. Thus, we can conclude that all constructs are reliable to measure the variable in its block.

### STRUCTURAL TESTING (INNER MODEL)

Structural model or inner model is a relationship between a latent variable with other latent variable. This test is performed into a research model by assessing its R-square value and the significance level of each relationship. Based on the R square ( $R^2$ ) value, we can assured that around 31.7% of changes in perceived organizational support can be explained by organizational career growth; around 24.5% of changes in affective occupational commitment can be explained by both organizational career growth and perceived organizational support; and around 35.1% of changes in performance can be explained by organizational career growth, perceived organizational support, and affective occupational commitment.

Thus, the  $Q^2$  predictive relevance value, computed using Stone-Geisser Q square test formula for structural model can be computed as follows:

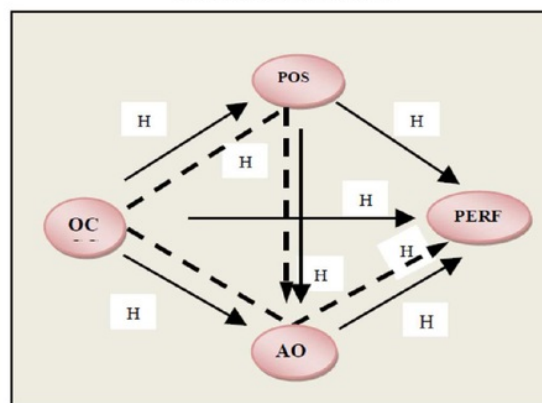
$$Q^2 = 1 - (1 - 0.317) (1 - 0.245) (1 - 0.352)$$

$$Q^2 = 1 - (0.683) (0.755) (0.649)$$

$$Q^2 = 0.665$$

Based on the Stone-Geisser  $Q^2$  predictive relevance value, we may conclude that the model has predictive relevance because the result is above 0 or 0.665, or the value of relevant prediction model is 66.50%.

FIGURE 1: RESEARCH MODEL



#### Notes

- Independent variables
  - o OCG : organizational career growth
  - o POS : perceived organizational support
  - o AOC : affective occupational commitment
- Dependent Variable
  - o PERF : performance
- Mediating Variable:
  - o POS is the mediating variable on the relationship between OCG and AOC
  - o AOC is the mediating variable on the relationship between OCG and PERF

**ANALYSIS OF VARIANCE (ANOVA)**

The descriptive analysis of variance is performed to confirm the effect of respondents' characteristics. This test is performed to understand the effect of respondents' characteristics such as gender, education, age, and tenure on organizational career growth, affective occupational commitment, perceived organizational support, and performance. The technique used in this analysis is analysis of variance (ANOVA).

From the result of variance test, there is no significant difference in organizational career growth, perceived organizational support, affective occupational commitment, and performance based on respondents' characteristic such as gender, education, age, and tenure. This is shown in the probability value (*Sig.*) or p-value that is higher than 0.05 ( $p > 0.05$ ). In other words, there is no direct effect of gender, education, age, and tenure on organizational career growth, perceived organizational support, affective occupational commitment, and performance.

**HYPOTHESIS TESTING**

The data analysis technique used to test the hypothesis 1 (H1) up to 6 (H6) is Partial Least Square (PLS) path modeling, using SmartPLS 2.0 program. The benefit of PLS method compared to covariance structure analysis like LISREL, EQS, Mplus, or AMOS, is that PLS does not require large number of samples and normality assumption test (Fornell, and Bookstein, 1982; Bacon, 1999).

**Hypothesis 1 (H1): The effect of Organizational Career Growth (OCG) on Perceived Organizational Support (POS)**

The estimation result on the effect of organizational career growth on perceived organizational support on Table I show the path coefficient of 0.563 (positive). The coefficient significance test shows the t-value of 12.123. Because of t-value  $> 1.96$  means significant at the significance level of 5%, thus organizational career growth has positive and significant effect on perceived organizational support. If organizational career growth increased, then the perceived organizational support will increase as well. Contrary, the decrease in organizational career growth will decrease the perceived organizational support as well.

**Hypothesis 2 (H2): The effect of Organizational Career Growth (OCG) on Affective Occupational Commitment (AOC)**

The estimation result of the effect of organizational career growth on affective occupational commitment on Table I shows path coefficient of 0.387 (positive). The significance test of this coefficient shows the t-value of 5.246 which means the effect is significant at 5% significance level. Thus, organizational career growth has significant and positive effect on affective occupational commitment. This means that the increase in organizational career growth will increase affective occupational commitment. Contrary, the decrease in organizational career growth will decrease the affective occupational commitment.

**Hypothesis 3 (H3): The effect of Perceived Organizational Support (POS) on Affective Occupational Commitment (AOC)**

The estimation result on the effect of perceived organizational support on affective occupational commitment on Table I show the path coefficient of 0.160 (positive). The significance test on the coefficient shows t-value of 1.992 which means it is significant at 5% significance level. Thus, perceived organizational support has positive and significant effect on affective occupational commitment. If perceived organizational support increased, then affective occupational commitment will increased as well. Contrariwise, the decrease in perceived organizational support will lead to the decrease in affective occupational commitment.

**Hypothesis 4 (H4): The effect of Organizational Career Growth (OCG) on Performance**

The estimation result on the effect of organizational career growth on performance in Table I show path coefficient of 0.202 (positive). The significance test on the coefficient shows t-value of 2.105 which means the effect is significant at 5% significance level. Thus organizational career growth has positive significant effect on performance. The increase in organizational career growth will increase performance. Contrary, the decrease in organizational career growth will leads to the decrease in performance.

**Hypothesis 5 (H5): The effect of Perceived Organizational Support (POS) on Performance**

The estimation result on the effect of perceived organizational support on performance in Table I show path coefficient of 0.146 (positive). The significance test on the coefficient shows t-value of 2.047, which means that the effect is significant at 5% significance level. Thus, perceived organizational support has positive and significant effect on performance. This means that the increase in perceived organizational support will increase performance and vice versa.

**Hypothesis 6 (H6): The effect of Affective Occupational Commitment (AOC) on Performance**

The estimation result on the effect of affective occupational commitment on performance in Table I show path coefficient of 0.377 (positive). The significance test on the coefficient shows t-value of 5.786 which means the coefficient is significant at 5% significance level. Thus the affective occupational commitment has positive and significant effect on performance. The increase in affective occupational commitment will increase the performance and vice versa.

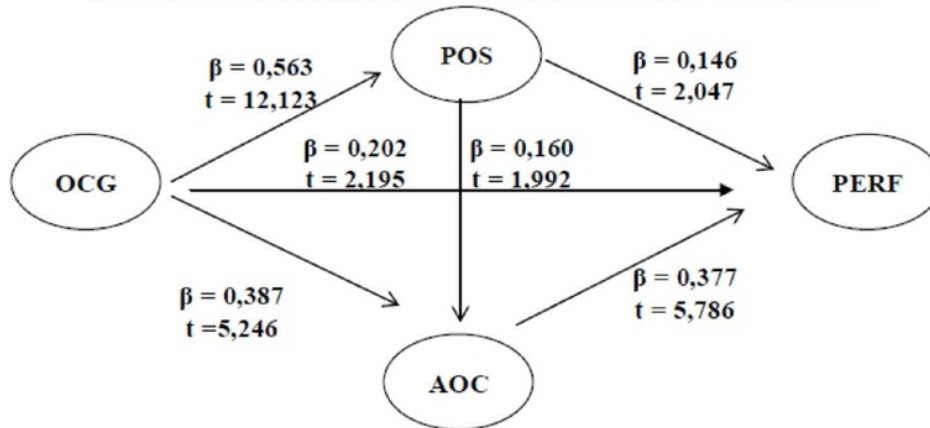
The estimation result of path coefficient on the effect of a construct on other construct using SmartPLS 2.0 program is presented in the following table:

**TABLE I: THE ESTIMATION RESULT OF PATH COEFFICIENT ON THE STRUCTURAL RELATIONSHIP BETWEEN THE CONSTRUCTS**

Hypothesis	Relationship Path	Path Coefficient ( $\beta$ )	t-value	Conclusion
H1	OCG $\rightarrow$ POS	0.563	12.123	Significant
H2	OCG $\rightarrow$ AOC	0.387	5.246	Significant
H3	POS $\rightarrow$ AOC	0.160	1.992	Significant
H4	OCG $\rightarrow$ PERF	0.202	2.195	Significant
H5	POS $\rightarrow$ PERF	0.146	2.047	Significant
H6	AOC $\rightarrow$ PERF	0.377	5.786	Significant

Notes: AOC = affective occupational commitment; OCG = organizational career growth; POS = perceived organizational support; PERF = Performance

**FIGURE 2: ESTIMATION RESULT OF PATH COEFFICIENT STRUCTURAL RELATIONSHIP BETWEEN CONSTRUCT**



ESTIMATION AND MEDIATION EFFECT EVALUATION

**Hypothesis 7 (H7):** The effect of Organizational Career Growth (OCG) on Affective Occupational Commitment (AOC) mediated by Perceived Organizational Support (POS)

**Causal Step Strategy (Baron & Kenny)**

For **hypothesis 7** testing with perceived organizational support as the mediator of the relationship between organizational career growth and affective occupational commitment (OCG → POS → AOC) thus the mathematical equation is as follows:

1. Simple regression formula for the effect of perceived organizational support variable on organizational career growth.

$$POS = a + b_1 OCG + e_1 \quad (1)$$

2. Simple regression formula for the effect of affective occupational commitment on organizational career growth.

$$AOC = a + b_2 OCG + e_2 \quad (2)$$

3. Multiple regression on the affective occupational commitment on the perceived organizational support as mediator and organizational career growth as independent variable.

$$AOC = a + b_2 POS + b_3 OCG + e_3 \quad (3)$$

The estimation result on the total effect and direct effect from **formula 1, 2, and 3** to test the **hypothesis 7 (H7)** based on the criteria set by Baron and Kenny, is presented in the following table.

**TABLE II: ESTIMATION OF TOTAL COEFFICIENT AND DIRECT EFFECT (Formula 1, 2, and 3)**

Coefficient	Relationship path	Estimated	p-value	Conclusion
b <sub>1</sub>	OCG → POS (direct effect)	0.563	0.000	Significant
b <sub>2</sub>	POS → AOC (direct effect)	0.160	0.009	Significant
b' <sub>3</sub>	OCG → AOC (direct effect)	0.387	0.000	Significant
b <sub>3</sub>	OCG → AOC (total effect)	0.477	0.000	Significant

Notes: AOC = affective occupational commitment; OCG = organizational career growth; POS = perceived organizational support

The result of the first regression testing in Table II, shows that organizational career growth has significant effect on perceived organizational support (p-value < 0.05) with coefficient regression of (b<sub>1</sub>) = 0.563; the second regression testing on Table II, shows that organizational career growth has significant effect on affective occupational commitment (p-value < 0.05) with coefficient regression (b<sub>2</sub>) = 0.160; and the third regression test on Table II, shows that perceived organizational support has significant effect on affective occupational commitment, after controlled with organizational career growth (p-value < 0.05) with coefficient regression (b'<sub>3</sub>) = 0.160. Then, there is direct effect b'<sub>3</sub> of 0.387 that is smaller than total effect b<sub>3</sub> = 0.477. The effect of independent variable organizational career growth on dependent variable affective occupational commitment decreased but still significant (p-value < 0.05), after controlled with mediating variable of perceived organizational support. Based on the criteria developed by Baron and Kenny (1986), we can conclude that the meditational hypothesis is supported. Thus perceived organizational support is the mediator for the relationship between organizational career growth and affective occupational commitment. In this case, the mediation is partial mediation because the coefficient of direct effect for the effect of organizational career growth on affective occupational commitment is significant.

**STRATEGY PRODUCT OF COEFFICIENT (INDIRECT EFFECT)**

The estimation result of indirect effect using macro PROCESS is presented on the following table:

**TABLE III: INDIRECT EFFECT ESTIMATION AND 95% CONFIDENCE INTERVAL (CI)**

Hip.	Mediation path	Koef.	95% CI		Conclusion
			Lower	Upper	
H7	OCG → POS → AOC	0.0901	0.0024	0.2027	Significant

Notes: AOC = affective occupational commitment; OCG = organizational career growth; POS = perceived organizational support

The result of indirect effect estimation for the effect of organizational career growth on affective occupational commitment through the mediator perceived organizational support on Table III, shows the value of 0.0901. True indirect effect located between 0.0024 and 0.2027 on 95% confidence interval. Because of zero does not included in the 95% confidence intervals, thus we can conclude that the indirect effect is significant in the 0.05 significance level. Thus, in line with the finding based on the criteria developed by Baron and Kenny, perceived organizational support is a mediator on the relationship between organizational career growth and affective occupational commitment. The increase in organizational career growth will also increase the perceived organizational support, and with the increase in perceived organizational support in its turn will increase affective occupational commitment. With the finding on the significant direct effect coefficient of organizational career growth on affective occupational commitment, it means that there is a partial mediation effect. Perceived organizational support partially mediates the effect of organizational career growth on affective occupational commitment. Organizational career growth has positive and significant effect, directly and indirectly through perceived organizational support, on affective occupational commitment.

**Hypothesis 8 (H8):** The effect of Organizational Career Growth (OCG) on Performance mediates by Affective Occupational Commitment (AOC)

**Strategy Causal Step (Baron & Kenny)**

To test the **hypothesis 8** in which affective occupational commitment plays the mediating role in the relationship between organizational career growth performance (OCG → AOC → Performance), the mathematical equation is as follows:

1. Simple regression formula of affective occupational commitment on organizational career growth.

$$AOC = a + b_{12} OCG + e_1 \quad (4)$$

2. Simple regression formula of the relationship between performance and organizational career growth.

$$Performance = a + b_3 OCG + e_2 \quad (5)$$

3. Multiple regression of performance as dependent variable on the mediating variables affective occupational commitment and perceived organizational support, and the independent variable of organizational career growth.

$$Performance = a + b_{21} POS + b_{22} AOC + b_3 OCG + e_3 \quad (6)$$

The result of estimation on total effect and direct effect from **formula 4, 5, and 6** in testing **hypothesis 8 (H8)** based on the criteria developed by Baron & Kenny, is presented in the following table:

**TABLE IV: THE TOTAL COEFFICIENT AND DIRECT EFFECT ESTIMATION RESULT (Formula 4, 5, and 6)**

Koefisien	Relationship path	Estimated	p-value	Conclusion
b <sub>12</sub>	OCG → AOC (direct effect)	0.387	0.000	Significant
b <sub>22</sub>	AOC → PERF (direct effect)	0.377	0.000	Significant
b' <sub>3</sub>	OCG → PERF (direct effect)	0.202	0.006	Significant
b <sub>3</sub>	OCG → PERF (total effect)	0.464	0.000	Significant

Notes: OCG = organizational career growth; AOC = affective occupational commitment; PERF = Performance

The result of regression analysis in Table IV shows that organizational career growth has significant effect on affective occupational commitment (p-value < 0.05) with regression coefficient (b<sub>12</sub>) = 0.387; the fifth regression result in Table IV, shows that organizational career growth has significant effect on performance (p-value < 0.05) with regression coefficient (b<sub>3</sub>) = **0.464**; and the result of the sixth regression analysis in Table IV shows that affective occupational commitment has significant effect on performance, after controlled with organizational career growth (p-value < 0.05) with regression coefficient (b<sub>22</sub>) = 0.377. Further, we found

direct effect  $b_3$  of 0.202 which is smaller than total effect  $b_3 = 0.464$ . The effect of independent variable organizational career growth on dependent variable performance is decreased but still significant ( $p\text{-value} < 0.05$ ), after controlled with mediating variable of affective occupational commitment. Based on the criteria developed by Baron and Kenny, thus we can conclude that the meditational hypothesis (H8) is supported. This means that affective occupational commitment is a mediator on the relationship between organizational career growth and performance. In this case a partial mediation because the direct effect coefficient of organizational career growth on performance is significant.

#### STRATEGY PRODUCT OF COEFFICIENT (INDIRECT EFFECT)

The estimation result on indirect effect using macro PROCESS is presented on the following table.

TABLE V: ESTIMATION ON INDIRECT EFFECT AND 95% CONFIDENCE INTERVAL (CI)

Hip.	Mediation path	Koef.	95% CI		Conclusion
			Lower	Upper	
H8	OCG → AOC → PERF	0,1458	0,0803	0,2316	Significant

Notes: AOC = affective occupational commitment; OCG = organizational career growth; PERF = Performance.

The estimation result on indirect effect of organizational career growth on performance through the mediator affective occupational commitment on Table V is 0.1458. True indirect effect located between 0.0803 and 0.2316 on 95% confidence interval. Because zero is not embodied in the 95% confidence intervals, then we can conclude that indirect effect is significant at 0.05 significance level. Thus, in line with the finding based on the criteria developed by Baron & Kenny, affective occupational commitment is a mediator on the relationship between organizational career growth and performance. If the organizational career growth is increased, then affective occupational commitment will also increase, which in turn will increase affective occupational commitment and performance. By understanding the significant direct effect coefficient on the effect of organizational career growth on performance, we know that the partial mediation exists in the relationship. The variable affective occupational commitment partially mediates the effect of organizational career growth on performance. Organizational career growth has positive and significant effect, directly or indirectly through affective occupational commitment, on performance.

## FINDINGS AND DISCUSSION

### H1: Organizational career development has positive and significant effect on perceived organizational support.

There is a significant and positive effect of organizational career growth on perceived organizational support. The path coefficient is 0.563 with t-count of 12.123 significant at 5% significance level. This means that organizational career growth has positive and significant effect on perceived organizational support. The 0.563 parameter coefficient value indicates that the better the career growth then the higher the organizational support perceived by employees. With the coefficient of determination of 0.317 (31,70%) or the variation in perceived organizational support can be explained by organizational career growth up to 31,70% and the rest 68,30% is affected by other factors outside the model. Through the analysis result of Factor Loading Estimation Results (Step II) we can also understand that from four indicators of career growth, the third indicator, promotion speed (OCG7) is the strongest indicator as the measurement of career growth with the factor weight coefficient of 0.728. Thus, the indicator opens and widely accessible promotion for all employees is an important component that needs attention in improving perceived organizational support.

This study places perceived organizational support as a factor that affect career satisfaction, and career satisfaction is placed as mediator or intermediary on the relationship between perceived organizational support and performance. Both research conducted by Karatepe, (2012) and Duffy *et al.* (2011), do not place perceived organizational support as a variable that will be affected by organizational career growth.

### H2: Organizational career growth has positive and significant effect on affective occupational commitment.

Based on the analysis result, this study finds that organizational career growth has positive and significant effect on affective occupational commitment. The path coefficient value on Table I is 0.387 with t-count of 5.246 and alpha 5%. Thus, we can conclude that the higher the employees' perception on the organizational career growth in an organization, the higher is their affective occupation commitment. This study confirms the finding from previous studies for example the one conducted by Sturges *et al.* (2005) and Bambacas (2010) who find the relationship between career and commitment. Contrary, Chew & Chan (2008) do not find empirical support on the effect of career management on commitment.

By considering these findings, ANOVA test is employed to ensure that gender, education, age, and tenure has a relationship with affective occupational commitment. The analysis shows no direct effect of gender, education, age, and tenure on career, perceived organizational support, affective occupational commitment, and performance.

The implication of this finding is on the effort to improve affective occupational commitment. Improving this variable can be performed by career development through remuneration growth, promotion speed, professional ability development, and the suitability of career purpose.

### H3: Perceived organizational support has positive and significant effect on affective occupational commitment.

The analysis result in this study shows that perceived organizational support has positive and significant effect on affective occupational commitment. The parameter coefficient value in Table I is 0.160 and t-count of 1.992 which means that perceive organizational support affects affective occupational commitment at 5% significance level. This finding supports the result from previous study conducted by Tella *et al.* (2007); Lee and Kulviwat, (2008); and Bang *et al.* (2013).

Similarly, the analysis result on Factor Loading estimation (Step II) reveals that from eight indicators of perceived organizational support, the second indicator (POS2) is the strongest indicator to test the perceived organizational support with weighted coefficient value of 0.790. Thus, the indicator of employees' job satisfaction is an important factor in improving perceived organizational support. Researchers have studied the effect of perceived organizational support on employee's organizational commitment in different context. Employee with higher perceived organization support shows higher commitment for the organization (Cropanzano *et al.*, 1997; Liden *et al.*, 2003; Masterson and Stamper in Liu, 2009).

The implication of this finding is the effort to improve affective occupational commitment through perceived organizational support can be focused on the strongest indicator of perceived organizational support, the organization attention on employee job satisfaction, organization recognition on employee's contribution, and organization attention on employee's welfare. The other three indicators that need attention are the attention on employee extra time, employee complaint, and organization attention on individual level.

### H4: Organizational career growth has positive and significant effect on performance.

This study finds that organizational career growth has positive and significant effect on performance. The parameter path coefficient in Table I show a value of 0.202 with t-count of 2.195. This means that organizational career growth has a positive and significant effect on performance at 5% significance level. This study confirms the finding from Karatepe (2012) who use career satisfaction and performance concept in the study. The study finds the positive and significant relationship between career satisfaction and employee performance. David Okurame (2012) used the concept of career growth prospects, ekstra role performance, and organizational citizenship behavior/OCB. His study proves the relationship between career growth prospects and OCB. Previously, the study conducted by Nachbagauer & Riedl (2002) who test the effect of career plateaus on performance find the negative relationship between career plateaus on performance. Thus, employee behavior is highly affected by human resource management practices (such as career growth policies as studied here) through psychological contract-employee perception on what they expect from the organization as an exchange for what they have done. This is why career growth policy must have a strong impact on psychological contract between the employee and the organization, especially if career growth policy is an important initiative from employees (Bedeian *et al.* in Okurame, 2012).

The implication of this finding is the improvement of performance can be performed through career growth.

### H5: Perceived organizational support has positive and significant effect on performance

Based on the analysis result this study finds that perceived organizational support has positive and significant effect on performance at 5% significance level. On Table I, the parameter path coefficient is 0.146 with t-count of 2.047. This finding support the result of study conducted by Pazy (2011) which finds that perceived organizational support by supervisor's increase performance, while the result of study conducted by Chiang and Hsien (2012) shows that perceived organizational

support and positive psychological empowerment is positively affected by behavior. Perceived organizational support has no positive effect on performance. Arshadi and Hayavi (2012) prove the relationship of perceived organizational support and organizational commitment with performance.

The implication of this finding is that the effort to improve performance through organizational support should be performed through providing attention on employee satisfaction, organization recognition on employee contribution, and organizational attention of welfare.

**H6: affective occupational commitment has positive and significant effect on performance.**

Based on the analysis result, this study finds that affective occupational commitment has positive and significant effect on performance. The parameter path coefficient is 0.377 with t-count of 5.786. thus, affective occupational commitment has positive and significant effect on performance at 5% significance level.

Through the analysis of Factor Loading estimation (Step II) we find that from six indicators of affective occupational commitment, the second indicator (AOC2) is the strongest indicator to measure affective occupational commitment with weighted factor coefficient of 0.853. Thus the emotional closeness with organization is an important factor in improving employee affective occupational commitment.

Based on this finding we may conclude that improve employee performance through affective occupational commitment, organization should have focused on the improvement of strong feeling toward organization, organizational closeness, and make employees feel as the part of the organization.

**H7: Mediating effect of perceived organizational support on the effect of organizational career growth on affective occupational commitment**

The mediating role of perceived organizational support on the relationship between organizational career growth and affective occupational support is found through the mediation testing steps developed by Baron and Kenny (1986). The test shows that organizational career growth has positive and significant effect on perceived organizational support; fulfill the first requirement for the testing. In the second step, we find that organizational career growth has positive and significant effect on affective occupational commitment; fulfilling the second requirement for the test. The last step is reviewing the effect and significance of perceived organizational support on affective occupational support, after controlling the organizational career growth variable ( $p\text{-value} < 0.05$ ). In this step we find that perceived organizational support mediates the relationship between organizational career growth and affective occupational commitment with positive and partial affect (partial mediation), because  $\beta$  decreased (direct effect  $b_3$  of 0.387 lower than total effect  $b_3 = 0.477$ ). To test the significance level of indirect relationship between organizational career growth with affective occupational commitment mediated by perceived organizational support, we use Sobel test. The mediation relationship is determined from coefficient and standard error of related variables.

The result of mediation testing (with sobel test and bootstrapping estimation) shows that the indirect effect of organizational career growth on performance through the mediator of perceived organizational support is significant at 0.0901. This finding is in line with the finding from Baron and Kenny (1986) that perceived organizational support is a mediator in the relationship between organizational career growth and affective occupational commitment with positive partial mediation.

This shows that employees who feel organizational support and experience the promising career growth will have high affective occupation commitment. This happen due to the organizational support perceived by the employees in the 15 KPPN studied is high, thus the result for perceived organizational support is significant.

**H8: Mediating role of affective occupational commitment on the effect of organizational career growth on performance.**

The mediating role of affective occupational commitment on the relationship between organizational career growth and performance is tested using the method developed by Baron and Kenny (1986). On the first step we find that organizational career growth has significant and positive effect on affective occupational commitment; fulfilling the first requirement. On the second step we find that organizational career growth has positive and significant effect on performance; fulfilling the second requirement. The last step is aimed to see the effect and significance level of affective occupational commitment on performance, after controlling the organizational career growth variable ( $p\text{-value} < 0.05$ ). In this step we find that affective occupational commitment mediates the relationship between organizational career growth and performance with positive partial mediation, due to the decrease in  $\beta$  (direct effect  $b_3$  of 0.202 lower than total effect  $b_3 = 0.464$ ). To test the significance of the indirect relationship between organizational career growth and performance mediated by affective occupational commitment we see the coefficient and standard error of related variables. The estimation result from sobel test and bootstrapping shows that the indirect effect of organizational career growth on performance through the mediator of affective occupational commitment is significant with the coefficient of 0.1458. Baron and Kenny (1986) also find similar result that affective occupational commitment is a mediator in the relationship between organizational career growth and performance with positive partial mediation.

The mediating role of affective occupational commitment on this study is significant because in affective occupational commitment has received attention from the 15 KPPN studied in improving their employee performance.

The implication of this finding is that employee performance in the 15 KPPN studied is directly affected by organizational career growth that they experience, and partially and positively mediated by affective occupational commitment.

## CONCLUSIONS

1. The result of all analysis of variance shows that there is no significant difference on the organizational career growth, perceived organizational support, affective occupational commitment, and performance, based on respondents' characteristics such as gender, education, age, and tenure.
2. The result of testing on H1 shows that organizational career growth has positive and significant effect on perceived organizational support.
3. The result of testing on H2 shows that organizational career growth has positive and significant effect on affective occupational commitment.
4. The result of testing on H3 shows that perceived organizational support has positive and significant effect on affective occupational commitment.
5. The result of testing on H4 shows that organizational career growth has positive and significant effect on performance.
6. The result of testing on H5 shows that perceived organizational support has positive and significant effect on performance.
7. The result of testing on H6 shows that affective occupational commitment has positive and significant effect on performance.
8. The result of testing on H7 shows that perceived organizational support mediates the relationship between organizational career growth and affective occupational commitment partially and positively. This finding answer the suggestion from Weng and McElory (2012), who suggest next study hypothesis to place perceived organizational support as mediating variable on the relationship between organizational career growth and affective occupational commitment.
9. The result of testing on H8 shows that affective occupational commitment mediates the relationship between organizational career growth and performance with partial and positive mediation.

## LIMITATIONS

First, the design of this study uses cross-sectional approach. In this approach the data is gathered in a time, thus implying the limitation in its interpretation and causal relationship among the variables. Thus, the use of longitudinal design is needed in the future to re-confirm the causal relationship among the variables in this study.

Second, the measurement for affective occupational commitment is performed using self-reported method, thus open a probability of subjective view in filling the questionnaire. This study does not involve other parties such as co-workers and customers in assessing employee's commitment.

Third, the sampling is limited. This makes generalization of this finding into other sector needs to be conducted carefully. Thus, future study is suggested to take samples from various sectors to increase the generalization level.

## IMPLICATIONS

### THEORETICAL IMPLICATION

1. The result of statistical testing shows that the instrument used in this study has fulfilled the validity and reliability requirement. There are only two items that need to be eliminated. This means that the instrument used to measure organizational career development, perceived organizational support, affective occupational commitment, and performance can be re-used in future studies.

- Affective occupational commitment measured using one organizational component approach or the affective commitment, only partially mediates the relationship between organizational career growth and performance. Further studies are needed to understand the role of affective occupational commitment as a mediating variable. Even though there is a significant effect of affective occupational commitment on performance, this finding is not in line with previous studies finding. Previous studies mostly find that one of the consequences of affective organizational commitment is performance. However, Astuti (2002) and Somers and Birnbaum (1998) study show similar result with this study.
- The empirical result of this study shows that organizational career growth has significant effect on performance. This strengthens the argument that employees who are happy on the promotion opportunity and growth in remuneration will have better performance than they who don't. However, further studies are needed on the relationship between these two constructs, especially related with performance. This significant effect, according to Iaffaldano and Muchinsky (1985) is caused by subjective measurement of performance. Thus, further studies to test the relationship between these two constructs using an objective measure for performance.

#### PRACTICAL IMPLICATION

- Managers of an organization are expected to issue policies that will be able to improve performance by putting more attention on employees' career growth. The policies may relate with the growth in remuneration, promotion speed, professional ability development, and capability of career objective.
- Perceived organizational support can affect employee perception on the organizational support provided by their organization, among other the policy on career opportunity or employee career management.
- Employee career growth policy may create pride for the organization that understand their employee behavior and attitude.

#### SUGGESTIONS FOR FUTURE STUDIES

First, the samples should be selected from several different places so that the result can be generalized.

Second, the measurement of performance should not only come from subjective measures but also objective measures. Besides that, performance assessment can be performed not only by supervisor but also by co-workers, family, or customers. Similarly, with commitment assessment can be performed not only using one model but with three organizational commitment approaches at once. To generate more objective result, the involvement of aforementioned parties can be considered in the future studies.

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Jumlah Penulis : 4 Orang (Saud Napitupulu, Tulus Haryono, Hunik Sri Runing Sarwitri, **Mugi Harsono**)

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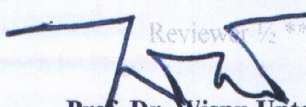
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