

# The Impact of Perceived Organizational Support on Organizational Commitment

Nor Azima Ahmad, Azman Ismail, Fariza Md Sham

**Abstract:** This study measure the relationship between perceived organizational support and organizational commitment. Data were collected from 100 government employee in Malaysia in a cross-sectional study using survey method. The partial least squares structural equation model (PLS-SEM) version 3.3 was used for data analysis to test on convergent validity. The outcomes of testing hypothesis using Smart Partial Least Squares (Smart PLS) path model analysis reveals two findings, first: supervisor support significantly positive with organizational commitment. Second, co-workers support significantly positive with organizational commitment. Further, theoretical, discussion, implications and conclusion are elaborated.

**Keywords:** Perceived Organizational Support, Supervisor Support, Co-worker Support, Organizational Commitment

## I. INTRODUCTION

Perceived organizational support began to gain the attention of an organization in managing employee welfare when it was introduced by Eisenberger in 1986 [1]. Organizational Perceptions of Organizations (POS) are viewed as perceptions of employees about how far the organizations recognized employees' contributions and care about their well-being [2, 3]. Perceived organizational support has two main elements namely supervisor support and co-worker support [2, 4]. Supervisor support is viewed as how far the supervisor acknowledge their employees' contributions and care about their well-being such as allow the employee to voice out their opinion, guiding employee regarding job task, helping to execute their job responsibilities and give feedback about employee and discuss work plan and objectives with an employee [5, 6]. Co-worker support is defined as the availability of employees to give work-related assistance in performing work tasks to their co-worker which includes support, care about the welfare, mentoring co-workers, friendliness, cooperation, and positive influence [7, 8]. Organizational support is an important variable in affecting the obligation of the employees to care about the organizations in terms of satisfaction towards the job, loyalty, organizational commitment outcomes, reduce the intention to turn over and increase job performance [2, 9]. Recent studies found a positive relationship between perceived organizational support and organizational commitment [3, 5, 8]. Organizational commitment is defined as the condition in which an employee is emotionally bound and maintains

membership in the organization [8, 9]. An employee who receives full support for example supervisor support and co-worker support in completing their daily job task from the organization will try to reciprocate the organization through their loyalty to the organization [10]. In conclusion, perceived organizational support practices in an organization will promote an efficient work environment for the employee such as knowledge transfer, teamwork, creativity, and positive work behavior. The era of modern globalization now requires organizations to always keep up with the technological changes in organizational management [11]. Technological innovations related to social interaction is important in providing various forms of support to employees regarding information and communication such as computers, tablets, mobile devices as well as the Internet [11]. Modern office technologies help an office to run smoothly, help managers are focused, make quick decision making, and stay in contact with their co-workers [12]. Dependence on technology increased after Pandemic Covid-19 hit the world at the end of 2019. An organization needs to keep up with technological developments for the change the way it operates and also change the continuation of organization growth and economic activities in the country even though the new normal applied (etc. work from home and social distancing)[13]. An organization ability to provide efficient support to the situation can increase an employee's work performance because technologies can make our work easier and more flexible [11, 13]. Recent studies proved that technologies are important in increasing the efficient function of human resource management in an organization and to be competitive in a challenging market [14]. Perceived organizational support has been tested as a multidimensional construct includes many support sources including supervisor support and co-worker support [8, 15]. Despite the relationship between supervisor support, co-worker support, and organizational commitment has been extensively studied, the execution of management to provide and execute good support practices in an organization and as an antecedent of the organizational commitment is still poorly discussed in the context of perceived organizational support [5-7].

## II. OBJECTIVES

This study focuses on two objectives. First to measure the relationship between supervisor support and organizational commitment. Second, to measure the relationship between co-worker support and organizational commitment.

**Revised Manuscript Received on November 30, 2020.**

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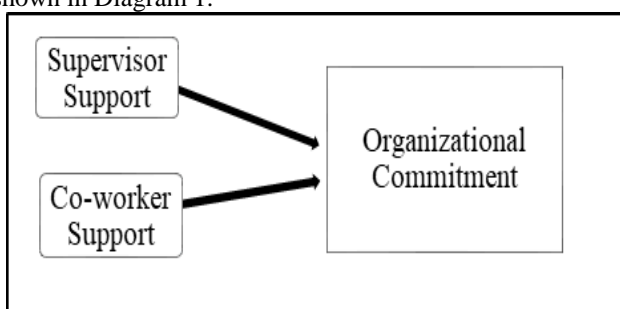
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## III. LITERATURE REVIEW

### A. Relationship between Perceived Organizational Support and Organizational Commitment.

Recent studies have tested the relationship of perceived organizational support which include supervisor support and co-worker support based on samples from different organization towards organizational commitment had shown a significant relationship between these construct. The studies involved, 150 employees who work in the hospitality industry in the Antalya region [3], 340 data was collected from the manufacturing sector employees in Pakistan [5], 254 employees at Turkey [6], 1241 hotel employees in Japan [7], 158 employees in HRD & Management Agency in Indonesia [8], 64 employees who work construction and building organization in Kurdistan region [15] and 320 employees of the textile firms in Lahore [16]. The findings of these study show that the ability of supervisor and co-worker maintain good relationship and interaction and give both physical and emotional support to the employees in completing the execution of daily tasks and assisting job task has made an impact which employees will feel more attached to the organization and will feel emotionally obligated to keep working for that organization.

Empirical evidence above is parallel with the Social Exchange theory [17] and Organizational Support theory [1]. Social Exchange theory explains the concept of reciprocity, employees will reciprocate the support they receive from supervisors and co-workers into positive behavior which in this case is organizational commitment. Organizational Support theory explained that if the employees' general perception regarding support that they received from the organization is met, employees will increase their behavioral outcomes such as organizational commitment, organizational citizenship behavior, and turnover. Organizational support theory also addresses perceived organizational support will yield a felt of obligation to care about the organization's welfare and to help the organization reach its objectives. At once, these will give a favorable outcome (e.g., increased job satisfaction and positive attitude, increased organizational commitment and performance, reduced turnover) [4]. Thus, these theories in the organizational support model are perceived to indicate that the support received by employees will increase the obligation of employees to help the organization achieve its objectives, their obligation to the organization, and increase job satisfaction [2, 4]. This study has extracted and integrated core elements in the literature to formulate a conceptual framework for further investigation as shown in Diagram 1.



The Diagram I: Conceptual Framework

Based on the above discussion, the hypothesis of this study is as follows.

H1: Supervisor support positively related to organizational commitment.

H2: Co-workers support positively related to organizational commitment.

## IV. METHODOLOGY

### A. Research Design

Structural questionnaires were distributed to collect cross-sectional data from the respondents. Questionnaires are translated from English to Malay language and Malay language to English using back to back translation to increase the validity and reliability of the research outcomes [18, 19]. The construct of supervisor support was measured using 4 items, which were adapted from [1, 20], co-worker support was measured using 4 items, which adapted from [7, 21]. Besides, the organizational commitment was measured using 4 items which adapted from [22]. The constructs were presented using a 7-point Likert scale.

### B. Unit Analysis and Sampling

There are 100 respondents from employees who work in a government organization in Malaysia involved in this study. Due to the confidentiality reason, the respondents were selected through a purposive sampling technique as the researchers not able to randomly select the participants for this study because the list of registered employees was not provided from organization to the researchers. Out of 120, 100 usable questionnaires were returned, yielding 83% response rate. The number of the sample met acceptable standards for using inference statistics [19].

### C. Data Analysis

Data collected from the questionnaire were analyzed using the smart PLS software version 3.3 to assess the validity and reliability of survey questionnaire data, and thus test the research hypotheses. Smart PLS was employed because this software are can produce latent variable scores, estimate complex's model scores, and avoid small sample size problems [23, 24]. The data were first analyzed using confirmatory factor analysis (measurement model) to measure the validity and reliability of the constructs and instruments. For the hypothesis model, a structural model analysis was done to explain the significant relationship between the independent variable and dependent variable.

## V. RESULTS

### D. Reliability and Validity of the Instruments

Analysis of the validity and reliability of each item and construct was done using measurement model analysis. Factor loading values for each item in this study is greater than 0.700 indicate that the measurement of the constructed model had met its reliability criteria which supervisor support was between 0.758 and 0.899, co-worker support between 0.742 and 0.880, and organizational commitment between 0.701 and 0.919.



The output values of Variance Inflation Factor (VIF) between independent variables (supervisor support and co-worker support) and dependent variable (organizational commitment) is lower than 5.0 indicating that the constructs were free from serious collinearity problems which are from 1.487 to 4.008 [23]. The value of Average Variance Extracted (AVE) needs to exceed 0.5 to show that the constructs meet the acceptable level of convergent validity. In this study, AVE for supervisor support was 0.660, co-worker support was 0.698 and organizational commitment was 0.633 which [23]. Besides, the Composite Reliability (CR) values must be greater than 0.700 to indicate that the internal consistency for the research instrument was high. CR for supervisor support was 0.885, co-worker support was 0.902, and organizational commitment was 0.872, which [23]. Furthermore, analysis results for reliability and validity are shown in Table 1 below:

**Table I: Validity and Reliability Analysis Results**

Constructs	Items	Factor Loading (>0.708)	VIF (< 5.0)	AVE (> 0.50)	CR (> 0.70)
Supervisor Support	SS 01	0.758	1.487	0.660	0.885
	SS 02	0.760	3.002		
	SS 03	0.899	4.008		
	SS 04	0.824	3.567		
Co-worker Support	CS 01	0.852	3.451	0.698	0.902
	CS 02	0.880	2.927		
	CS 03	0.861	3.100		
	CS 04	0.742	1.948		
Organizational Commitment	OC 01	0.919	2.370	0.633	0.872
	OC 02	0.812	2.696		
	OC 03	0.732	2.506		
	OC 04	0.701	1.611		

Note: VIF: Variance Inflation Factor, AVE: Average Variance Extracted, CR: Composite Reliability

A measurement model for the discriminant validity is shown through the HTMT criterion (Heterotrait-Monotrait Ratio). HTMT value must be less than 0.90 to indicate that the constructs had achieved discriminant validity criteria the values of HTMT in this study ranged from 0.413 to 0.585 showed that the discriminant validity criteria standards are achieved [23]. In short, the results of the measurement model

**Table III: Structural Analysis result**

	$\beta$	SD	t-stat	p-value	f <sup>2</sup>	R <sup>2</sup>	Q <sup>2</sup>
H1: supervisor support has a positive impact on organizational commitment	0.267	0.127	1.971	0.049	0.990	0.40	0.204
H2: co-worker support has a positive impact on organizational commitment	0.476	0.116	3.721	0.000	0.315		

Note: significant at t-stat > 1.65 (one tail testing)[24]

## VI. DISCUSSIONS

Based on the findings, this study confirms that perceived organizational support does play its role as a crucial predictor variable of organizational commitment. Management in the organization manages to implement and practice effective organizational support practices by setting work objectives,

confirm that the instrument has met the validity and reliability standards. The results are elaborated in Table II.

**Table II: Discriminant Validity Analysis.**

Construct	Supervisor Support	Co-worker Support	Organizational Commitment
Supervisor Support			
Co-worker Support	0.413		
Organizational Commitment	0.464	0.585	

## E. Outcomes of Hypotheses

Table III showed that the consumption of supervisor support and co-worker support had contributed 40.2 % toward organizational commitment. This outcome shows that perceived organizational support provides weak support for the model [23, 24]. The research hypotheses examined display two fundamental research findings, first: supervisor support significantly impacts organizational commitment ( $\beta=0.267$ ,  $t=1.971$ ,  $p=0.049$ ), thus, H1 is accepted. Second, co-worker support significantly impacts organizational commitment ( $\beta=0.476$ ,  $t=3.721$ ,  $p=0.000$ ), thus H2 is accepted. Therefore, these findings generally support the expected accuracy Smart PLS path model used in this study.

Bootstrapping and blindfolding procedures were conducted to measure effect size (f<sup>2</sup>) and predictive relevance (Q<sup>2</sup>). The effect size (f<sup>2</sup>) of the independent variable in research model based on criteria: 0.02 (weak), 0.15 (medium), 0.35 (strong) [23, 24]. The result from the effect size (f<sup>2</sup>) test reveals that supervisor support was 0.99 where the value was less than 0.15. This shows that constructs give a weak impact on organizational commitment [23]. Meanwhile, the f<sup>2</sup> value for co-worker support was 0.315 where the value was less than 0.35. This means that the constructs have a weak effect on organizational commitment. Also, the results of testing the predictive relevance of the reflective endogenous latent variable show that the Q<sup>2</sup> for organizational commitment was greater than zero which 0.204 and this suggests that this construct has predictive relevance [23].

caring for the welfare of employees, assisting in the execution of daily tasks, sharing knowledge, and providing feedback on work.



The ability of an organization in providing support has had a positive impact on employees' loyalty and commitment towards the organization. This study has highlighted three important contributions. In terms of the theoretical aspects, the findings of this study are parallel with the principle of Organizational Support theory [1] and Social Exchange theory [1, 17]. These theories suggest that positive and efficient support received by employees from the organization will be reciprocated by employees in the form of positive outcome/ behavior i.e. organizational commitment [2, 8]. In term of the methodology contributions, the questionnaires used in this study have met the reliability and validity criteria. The in-depth study analysis was done by focusing on the impact and influence of vital variables (supervisor support and co-worker support) on organizational commitment. Thus, it can lead to accurate and reliable research outcomes. Meanwhile, in terms of practitioner contributions, the findings also help the HR managers to increase the level of organizational support practices in the organization by implementing a successful support program to the employee. The management needs to consider several aspects. First, organizational management need to provide training to supervisors related to the type of support that can help employees achieve full performance at work. Second, the supervisor need to have a clear communication with employees through regular communication, listen to the employees' opinions, and give feedback relating to work. This can help the employee to finish the task within the timeline thus can achieve organizational objectives and build a good relationship between supervisor-employee and among co-workers.

### VII. LIMITATIONS AND RECOMMENDATION OF THE STUDY

Several limitations exist while conducting this study. First, using the cross-sectional study design in this study resulted in researchers collecting data only once in a short period time which is in mid-2020. Second, this study did not discuss in detail the relationship between the dimensions of the variables. Third, the use of purposive sampling techniques arises in the presence of bias problems. Thus, the aforementioned limitations may reduce the ability of other types of organizations in getting the results of the same findings. Some suggestions are made to strengthen the similar scope of research in the future. First, the use of longitudinal research design is more effective to detect developments or changes in the characteristics of the target population or change between variables. Second, future studies need to explore the impact of perceived organizational support on the employees' behavior such as organizational citizenship behavior (OCB) and turnover intentions (TI) [25,26]. Finally, for the effect of the response bias, the researcher must use a larger sample size so that the results will be more relevant and reliable.

### VIII. CONCLUSION

This study confirms that perceived organizational support has become an important variable for organizational commitment. The ability of management in an organization to

providing and practising supervisor and co-worker support effectively towards the employees has had an impact on increasing employee loyalty to the organization. Therefore, in the current practice within the workplace, the management should improve support program or provide support training especially supervisor support to ensure the employees can reciprocate the support received from the supervisor into positive employees' behavior, especially organizational commitment. In addition, these positive results can motivate employees to maintain and enhance organizational competitiveness in an era of the global economy.

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