ORIGINAL RESEARCH PAPER

Management

ANALYSING THE IMPACT OF PERCEIVED ORGANIZATIONAL SUPPORT ON ORGANISATIONAL COMMITMENT.

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ABSTRACT

Perceived organisational support is a term used to describe how an employee perceives the support they receive from their company. Devoted workers assume responsibility for their work as well as long-term ownership of the organization's mission and objectives. The organization's key resource is its employees. Organizations cannot overlook the importance of organisational commitment. Affective, persistent, and normative are the three elements of organisational commitment. The study's objective is to understand the effects of perceived organisational support on each component of organisational commitment. This study is descriptive in nature. Both primary and secondary data sources are consulted in the research report. MS Excel and SPSS Software were used to analyse the data that was gathered. The findings imply that organisational support has a significant beneficial impact on organisational commitment components. The normative commitment is more influenced by organisational support. We can observe that giving employees support from the organisation makes them feel obligated to the organisation.

INTRODUCTION

Employee dedication comes in many forms. It includes a sense of loyalty, a drive to work hard for the business, a desire to uphold company ideals, and a commitment to follow company procedures. Employees that are dedicated take responsibility for their job and long-term ownership of the organization's mission and goals. When a person approaches their task with enthusiasm and passion, they have demonstrated true devotion. Committed personnel will exhibit a variety of characteristics, including engagement, vigor in performance, and a readiness to engage in constructive endeavors for the benefit of the company. Employees that are committed to their work frequently go above and beyond what is required to achieve their strategic objectives, boosting the organisation and improving the workplace (Montara Team, 2022).

Prioritizing tactics that boost dedication at work has never been more important. Organizations can take a variety of actions, from scheduling time to talk about employees' future career options to making sure they live their purpose at work by assigning them mentors or sponsors. Maintaining an open line of communication with your team, setting up non-hierarchical discussion forums, and praising success when it occurs can all help to strengthen the sense of commitment required in the post-Covid hybrid workforce. Organizations should purposefully address the problems caused by the epidemic and modify their procedures to improve workplace commitment if they want to forge a new path forward (Montara Team, 2022).

Employees and their workplaces engage in "repeated exchange" interactions, which makes organisational support crucial. Workers give their time and effort to their jobs, and in return, they have certain expectations from their employers, including pay and job security. Depending on their personality, people react differently to organisational support. Those with strong self-esteem, for example, might gain less from particular forms of support because they might view it as less beneficial. Organizations should create adaptable support measures for maximum success. Organizations should give employees a variety of assistance choices to choose from rather than a one-size-fits-all approach. The freedom to make decisions is essential since employees have a variety of personalities and personal situations (Mihalache, 2021).

OBJECTIVES OF THE STUDY:
1. To understand the impact of Perceived organizational support on organisational commitment.

2. To understand the relationship between Perceived organizational support on all the elements organizational commitment.

Literature Review:
Perceived Organisational Support:
The organisational support theory, which was created by American organisational psychologist Linda Rhoades Shanock and psychology and management professor Robert Eisenberger, among others, is the source of perceived organisational support. Perceived organisational support generally promotes a favourable dynamic of reciprocity with employees; as soon as an employee has a positive perception of the organisation, their efforts and work will advance (Toolshero, 2019).

An employee's view of the support they feel from their organisation is known as perceived organisational support. An employee's perception of the affirmation and help services provided by their organisation is known as perceived organisational support. These assistances can be provided in a variety of ways, such as by allowing employees to exercise their creativity freely at work or by providing them with a sufficient number of vacation days for their health or pleasure. The way a company treats each employee and how the individual views the support is both factors that affect perceived organisational support (Indeed Editorial Team, 2022).

It has been demonstrated that perceived organisational support (POS), or an employee's belief that their employer values their work and is concerned about their well-being, has significant advantages for both employees and employers. According to organisational support theory, employees appreciate POS in part because it satisfies their needs for respect, connection, and approbation while also offering comfort under stressful situations. Employees are more likely to be content with their jobs, feel more intimately connected to the organisation, be more inclined to see organisational goals as their own, and be more devoted to and loyal to the organisation when favourable supervision and HR procedures result in high POS. In addition to addressing the aforementioned needs of employees, POS informs staff that the company is prepared to assist with when necessary, and to recognise improved performance (Eisenberger, Malone, & Presson, 2016).

Organisational Commitment:
The workforce is the organization's main resource. The firm must first fulfil all duties of its employees up to and including

the obligation level if it is to accomplish its objectives. As a result, the organisation will then be able to enter the market with ease and compete there with excellent service and products. Organizational commitment research clearly favours the Meyer and Allen three-component commitment model (Noraazian and Khalip, 2016). It is crucial to approach commitment from multiple angles (John P Meyer, Natalie Allen, 1993). Organizational commitment in the workplace refers to the bond employees have with their employer. Loyal employees frequently experience a sense of community, comprehension of the organization's goals, and a connection to their workplace.

The degree to which people wish to stick with their employer is known as affective commitment. Employees who have an emotional connection to their employer are more likely to wish to work there long-term. They frequently identify with the organization's goals, feel like a part of it, and are happy in their jobs. Continuance commitment is the extent to which employees feel obligated to stay with their firm. Long-term employees who are committed to the company do so since they must keep working there. The term "normative commitment" refers to an employee's perception of how long they should remain with their employer. Most normatively committed workers think they should remain with their employers.

The degree to which people wish to stick with their employer is known as affective commitment. Employees who have an emotional connection to their employer are more likely to wish to work there long-term. They frequently identify with the organization's goals, feel like a part of it, and are happy in their jobs. Employees that are emotionally invested in their jobs feel valued, promote their employers' brands, and are generally great assets for companies. The development of psychological affinities with a corporation, affiliation with the organisation, and desire to remain a member of the organisation are the three main criteria taken into account by affective commitment. Individuals often have an emotional connection to a company, help it achieve its objectives, and then identify themselves with the firm's objectives as a result. When personal views and organisational values coincide, employees are better able to relate to the company, which makes it simpler for them to adopt its guiding principles and goals (Meyer & Allen, 1997).

Continuance commitment is the extent to which employees feel obligated to stay with their firm. Long-term employees that are committed to the company do so because they must continue. There are many reasons why someone would need to stay with a company, but the two most common ones are remuneration and a lack of other work options. Employees are more inclined to commit to staying when they feel that quitting the organisation would be expensive. The steps leading up to continued commitment are investments and alternative employment. Investment is the term used to describe the monetary loss incurred by workers who quit their jobs (Meyer & Allen, 1997).

The term "normative commitment" refers to an employee's perception of how long they should remain with their employer. The majority of employees who exhibit normative commitment think they should remain with their employers. Generally, loyal employees feel bad about considering leaving their firm because they think it would have horrible consequences (Meyer & Allen, 1997). It has been discovered that moral and normative commitment are comparable. A sense of duty or obligation towards the organisation characterises normative commitment. Because it is independent of the time and effort commitments that the employees have made in the company, normative commitment differs from continuation commitment (Jaros, Jermier, Koehler, & Sincich, 1993).

Authors	Country	Title	Findings
(Caesens, Stinglhamber, Demoulin, & Wilde, 2017)	Belgium	Perceived Organizational Support and Employees' Well-Being: The Mediating Role of Organizational Dehumanization	It has been discovered that perceived organisational support (POS) can be used to predict significant organisational outcomes like improving employee wellbeing. The ensuing feelings of being dehumanized by the organisation were less in the high POS condition than in the low POS condition.
(Astuty & Udin, 2020)	Indonesia	The Effect of Perceived Organizational Support and Transformational Leadership on Affective Commitment and Employee Performance	Affective commitment and employee performance were significantly influenced by POS as well as by transformational leadership. Moreover, affective commitment significantly impacted employee performance.
(Danish, Ramzan, & Ahmad, 2013)	Pakistan	Effect of Perceived Organizational Support and Work Environment on Organizational Commitment; Mediating Role of Self-Monitoring	Results of this study revealed that work environment has significant and positive association with organizational commitment whereas insignificant association is found between perceived organizational support and organizational commitment
(Muhammad Ridwan; Sitti Rizki Mulyani; Hapzi Ali, 2020)	Indonesia	Improving Employee Performance Through Perceived Organizational Support, Organizational Commitment and Organizational Citizenship Behaviour	Employee performance was positively and significantly impacted by perceived organisational support, organisational commitment, and organisational citizenship behaviour, both partially and simultaneously.

(Rahman & Karan, 2012)	Banglad esh	Perceived Organizational Support and Organizational Commitment: Bangladesh Perspective	Employee perceptions of the support they feel from their organisations have a big impact on how committed they are to those firms. A manager should concentrate on issues that raise employees' perceptions of organisational support in order to increase their commitment to their organisations in general.
(Luxmi & Yadav, 2011)	India	Perceived Organizational Support As A Predictor Of Organizational Commitment And Role Stress	The opinions people have of their workplace play a significant role in how they behave while at work. The findings show that commitment and level of role stress are both significantly influenced by perceptions of organisational support.
(Panaccio & Vandenber ghe, 2009)	Canada	Perceived organizational support, organizational commitment and psychological well-being: A longitudinal study	Positive link between perceived organisational support and well-being is achieved through affective organisational commitment. Moreover, perceived organisational support had a negative correlation with perceived employment options, which in turn had a negative correlation with well-being. Normative commitment and the perceived cost of quitting have little bearing on happiness.
(Kalidass & Bahron, 2015)	Malaysi a	The Relationship between Perceived Supervisor Support, Perceived Organizational Support, Organizational Commitment and Employee Turnover Intention	Perceived organisational support, perceived supervisor support, and organisational commitment to employees' intention to leave the company are all significantly correlated.

Hypothesis Development:
Employees want conducive and beneficial work environments, thus organisations should concentrate on strengthening organisational support in order to recruit, keep, and retain personnel (Arasanmi & Krishna, 2019). Positive outcomes, such as employee flourishing, thriving, and work engagement, are produced when firms assist their employees by caring for their well-being and addressing their socio-emotional needs (Imran, Elahi, Abid, Ashfaq, & Ilyas, 2020). Employee engagement leads to organisational commitment (Vance, 2006).

Multiple studies have been done on the subject (Refer to Table 1) showing the positive impact of perceived organizational support on organisational commitment and it elements. Based on the aforementioned literature review, hypotheses have been developed as follows:

Hypothesis	Statements
H1	Perceived organizational support has significant impact on Organisational commitment
H2	Perceived organizational support has significant impact on Affective Commitment
H3	Perceived organizational support has significant impact on Continuance Commitment
H4	Perceived organizational support has significant impact on Normative Commitment

RESEARCH METHODOLOGY:
The research is a descriptive study. The research paper uses primary and secondary sources of data. The data has been collected with the help of the questionnaire method, books, and research papers in the journal. All scales of the research have been adopted from the established research papers. The tone has been modified to keep the questions simple and easy to understand (Chyung, Barkin, & Shamsy, 2018). The scales for perceived organizational support affective, continuance and normative commitment have been adopted from (Meyer & Allen, 1993). The scale for perceived organizational support has been adopted from the work of (Eisenberger, Cummings, Armeli, & Lynch, 1997). A structured survey questionnaire technique was applied for data collection. The collected data was analysed in MS Excel and SPSS Software. The duration of the data collection was between February 2022 to March 2023. The questionnaire was distributed among the professionals through various means. The questionnaire consists of two sections. The first section consists of classification questions, including gender, age, education and industry. The second section consists of items regarding the measurement of organizational commitment and perceived organisational support. Table 3 gives the list of items that was circulated in the questionnaire. Simple random sampling technique is used in the study. The 11 points Likert scale was used in the study. Likert variables with five or more categories can often be used as continuous variables (Creech, 1983) (Norman, 2010). Since this research is using 11 points Likert scale the data can be considered continuous.

Scope And Limitations:
There are few empirical studies done to understand the relationship between perceived organisational support on organisational commitment considering all their respective elements in Indian context in extant literature. This study is an attempt extend the understanding regarding relationship between perceived organisational support on all the elements organisational commitment in a multi-industry approach. The research is limited to time and scope while analysing the data. All the respondents are from India so the results cannot be generalized for other countries. No mediation and moderation effects are taken into account in the study. The information gathered can be skewed and reflect the study participants' opinions rather than those of the general public. The survey excluded managers' perspectives and placed a strong emphasis on employees. The generalizability of these findings is constrained by the limited sample size used in this study.

Data Analysis:

The list of abbreviations for common terms are given in annexure I.

1. Respondents Profile

Sample Size is of 50 Respondents.

Variable	Category	Percentage
Gender	Male	64%
	Female	36%
Age (in Years)	Below 25	44%
	25–35	22%
	35–50	30%
	50 and above	4%
Educational Qualification	Undergraduate	28%
	Graduate	60%
	Postgraduate	10%
	Doctorate	2%
Industry	Automobile	7%
	Banking and Financial	35%
	Chemicals & petrochemicals	1%
	Construction & Engineering	5%
	FMCG	6%
	Iron & Steel	2%
	IT	36%
	Pharma	5%
	Real Estate	2%
	Supply chain management	2%

1. Harman's Single-factor test for common method bias

In research using self-reported measures, common methods bias is a well-researched phenomenon. When many constructs are measured using the same techniques (for instance, using multiple-item scales within the same survey), false results are produced that are caused by the measurement instruments rather than the constructs being tested. The fact that subjects are asked to report their own perceptions or impressions on two or more constructs in the same survey, for instance, is likely to produce erroneous correlations among the items measuring these constructs due to response styles, social desirability, and priming effects that are independent of the true correlations among the constructs being measured (Kamakura, 2010).

Harman's single factor test is used to identify common method variance. If a single factor emerges or one general factor will account for the majority of the covariance among the measures, then it is substantial proof that a substantial amount of common method variance is present. If the total variance extracted by one factor exceeds 50%, common method bias is present in the study (Analysis INN, 2020). The test is carried out using Extraction Method, Principal Axis Factoring in SPSS. There is no problem with common method bias in this data since the total variance extracted by one factor is 46.908% and it is less than the recommended threshold of 50%.

3. Reliability Test

Cronbach's alpha is a metric used to evaluate the internal consistency or reliability of a group of scale or test items. Cronbach's alpha is one approach to gauge the strength of such consistency. In other words, the reliability of any measurement relates to the degree to which it is a consistent measure of a notion (Research Data Services and Science, 2015).

Cronbach's alpha values should, in theory, give you a number between 0 and 1. A Cronbach's alpha of .70 and above is considered good, .80 and above is better, and .90 and above is considered best (Statistics Solutions, n.d.). The test has been carried out using SPSS.

Reliability Statistics		
Variable	Cronbach's Alpha	N of Items
OS	0.897	8
AC	0.912	6
CC	0.795	6
NC	0.951	6

As we can see Cronbach's alpha coefficient of all variables is greater than the minimum threshold value of 0.70, hence the result is acceptable.

4. Data Computation

- The data is computed into its respective variable according to the scale using SPSS (LibGuides, n.d.).
- Perceived organisational support was computed using its 8 question scale.
- Affective commitment was computed using its 6 question scale.
- Continuance commitment was computed using its 6 question scale.
- Normative commitment was computed using its 6 question scale.
- Organisational commitment was computed using the three commitment variables respectively.

5. Correlation Analysis

Pearson's correlation measures the strength and direction of the linear relationship between the two variables. The correlation coefficient can range from -1 to +1, with -1 indicating a perfect negative correlation, +1 indicating a perfect positive correlation, and 0 indicating no correlation at all. It provides details on the size of the association or correlation as well as the relationship's direction. The test has been carried out using SPSS (Statistics Solutions, n.d.).

Degree of Correlation	
Perfect	If the value is near ± 1
High degree	If the coefficient value lies between ± 0.50 and ± 1,
Moderate degree	If the value lies between ± 0.30 and ± 0.49
Low degree	When the value lies below + .29
No correlation	When the value is zero

	AC	CC	NC	OC	OS
AC	1				
CC	0.82	1			
NC	0.36	0.56	1		
OC	0.88	0.95	0.64	1	
OS	0.53	0.69	0.85	0.75	1

All the Correlations are significant at the 0.05 level (2-tailed).

6. Bivariate Linear Regression

Linear regression is used to predict the value of a variable based on the value of another variable. The variable we want to predict is called the dependent variable. The variable we are using to predict the other variable's value is called the independent variable. The R2 value indicates how much of the total variation in the dependent variable can be explained by the independent variable. The beta coefficient value represents the slope of the line between the independent variable and the dependent variable. The F-value is the Mean Square Regression divided by the Mean Square Residual (UCLA statistical methods and data analysis, n.d.).

Problem:
- To investigate if OS has a significant impact on OC.
- Hypothesis
- H1:There is a significant impact of OS on OC.

The hypothesis tests if OS carries a significant impact on OC. The dependent variable OC was regressed on predicting variable OS to test hypothesis H1. OS significantly predicted OC, $F (1, 48) = 61.829$, $p < 0.001$, which indicates that OS can play a significant role in shaping OC ($b = .750$, $p < 001$). These results clearly direct the positive effect of OS. Moreover, the R2 $= .563$ depicts that the model explains 56.3% of the variance in OC.

Problem:
- To investigate if OS has a significant impact on AC.
- Hypothesis
- H2:There is a significant impact of OS on AC.

The hypothesis tests if OS carries a significant impact on AC. The dependent variable AC was regressed on predicting variable OS to test hypothesis H2. OS significantly predicted AC, $F(1, 48) = 18.887$, $p < 0.001$, which indicates that OS can play a significant role in shaping AC ($b = .531$, $p < .001$). These results clearly direct the positive effect of OS. Moreover, the R^2 = .282 depicts that the model explains 28.2% of the variance in AC.

Problem:
- To investigate if OS has a significant impact on CC.
- Hypothesis
- H3:There is a significant impact of OS on CC.

The hypothesis tests if OS carries a significant impact on CC. The dependent variable CC was regressed on predicting variable OS to test hypothesis H3. OS significantly predicted CC, $F(1, 48) = 43.989$, $p < 0.001$, which indicates that OS can play a significant role in shaping CC ($b = .692$, $p < .001$). These results clearly direct the positive effect of OS. Moreover, the R^2 = .478 depicts that the model explains 47.8% of the variance in CC.

Problem:
- To investigate if OS has a significant impact on NC.
- Hypothesis
- H4:There is a significant impact of OS on NC.

The hypothesis tests if OS carries a significant impact on NC. The dependent variable NC was regressed on predicting variable OS to test hypothesis H4. OS significantly predicted NC, $F(1, 48) = 129.365$, $p < 0.001$, which indicates that OS can play a significant role in shaping NC ($b = .854$, $p < .001$). These results clearly direct the positive effect of OS. Moreover, the R^2 = .729 depicts that the model explains 72.9% of the variance in NC.

CONCLUSIONS:

Organisational Support has strong positive impact on elements of organisational commitment. Organisational support has more impact on the normative commitment. We can see that organisational support to employees results with a sense of obligation towards organisation. The organisational support that the employees received during their hard times in the organisation makes them feel guilty while leaving the organisation. The employees develop a feeling of owing a great deal to the organisation. The commitment of the employees to their organisations can be influenced by their opinions of how supportive the workplace environment is. In other words, employees who feel more support from their employers exhibit stronger attachment to and loyalty to their employers, as well as a propensity to stay in their existing positions out of emotional commitment, concern for their financial security, and a sense of duty to their employers. One of the key implication of the study is that managers need to understand theoretically and practically how perceived organisational support and Organisational Commitment are significantly positively correlated. In order to strengthen employees' loyalty to their organisations, managers should increase organisational support. In other words, managers should place an emphasis on variables like the organization's rules and policies, incentive volume and system, decision-making method, etc. for the well-being of the employees in order to increase the employees' commitment. It is important to take action to ensure that businesses respect and value the work of their employees.

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