A Study on the Impact of Perceived Organizational Support on Organizational Commitment (With Special Reference to XYZ Company)

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ABSTRACT
Gaining employee’s commitment to organization is still challenging and remaining as an issue in literature as well as in organizations. Following the issue, the study aimed to find the impact of perceived organizational support on dimensions of organizational commitment (affective, normative and continuance). The organizational context of the study was XYZ Company, Sri Lanka. The main category of the employees in apparel industry is the machine operators since they are directly involved with production process front end work force also highly involve with the production process. Since the front-end work force lies at the heart of the overall business process of the organization the study was conducted with relate to them. Data were collected through a standard and validated questionnaire survey. Data were collected through a standard and validated questionnaire survey. Organizational commitment measured by using Meyer and Allen’s (1991) scale and measures of perceived organizational support was borrowed from (Eisenberger, Huntington, Hutchison & Sowa, 1986). Data were analyzed by using a multiple regression method. Confirming the previous findings, the current study reveals that the organizational commitment is one of the most important phenomenon for the organization to be succeed and perceived organizational support positively impact on organizational commitment. This study makes a novel contribution to D SBU in XYZ Company who want to keep and encourage their employees to work in the organization.

Keywords-- Affective organizational commitment, Continuance organizational commitment, Normative organizational commitment, Perceived organizational support

I. INTRODUCTION
Apparel industry is one of the largest industry in Sri Lanka which employing a large number of employees and offer a high contribution to the Sri Lankan Economy to solve the unemployment problem by providing a higher number of career opportunities. In the present situation apparel industry is facing ever increasing competition and the survival depends on how well they are performing than its rivals. In other words, the success is determined by the competitive advantage of the organization. When achieving the competitive advantage, human resource received a high priority because, it is unique from other factors of production (i.e. money, machineries and processes). Further it has unlimited capacity when comparing to the other resources. Organization always expects the maximum contribution from their employees and to become successful it requires employees who perform more than their usual duties and responsibilities. That is why most of the organizations believe that dedicated workforce is a valuable asset to the organization. Without employee commitment there can be no improvement in any area of business activity (Coetzee, 2005).

XYZ, Sri Lanka’s single largest apparel exporter today is the consequences of 5 decades of endeavors starting from the establishment of F Limited in 1969. After series of acquisitions and establishments that followed to mold and shape what is now the XYZ Group. Currently pursuing with an annual turnover exceeding USD 650 million employing approximately 47,000 associates and generating indirect employment to an equivalent number supported by 42 manufacturing facilities in Sri Lanka, India & Bangladesh and strategically located international sourcing offices and providing over 50% of value addition locally through their backward-linked operations in textiles and buttons creates a way ahead competitiveness to the entire group.

II. METHODOLOGY
This study mainly focuses on front end staff and executive employees who are working in D SBU in XYZ Company for the study purpose. Data was collected through 42 front end staff and executive employees. These numbers of respondents are selected by convenience sampling. For the study purpose, quantitative technique is used in order to study the Impact of Perceived Organizational Support on Organizational Commitment. Sampling frame is the list of all front-end staff and executive employees at D SBU.
Even though the positivistic researcher generally forced to follow the probabilistic sampling there may be several occasions where researcher cannot rely on it (Kothari, 2007). The available techniques to select a sample in non-probabilistic sampling are convenience sampling, purposive sampling and judgment sampling (Kothari, 2007; Saunders et al., 2003; Sekaran & Bougie, 2011). Thus, the employees are busy with the day to day operations it is difficult to get a time to collect the data. Therefore, the researcher used convenience sampling method in the current study as the sampling method. Respondents were selected on the basis of when they are free and then distributed the questionnaires to them. Notably, there are examples where quantitative researchers employ purposive and convenience sampling (Gelo, Braakmann, & Benetka, 2008).

The questionnaire consists with measures to collect the data regarding the POS, OC and the demographic factors of the respondents.

III. PRIOR APPROACH

“Organizational Commitment can be defined as a strong desire to remain a member of a particular organization; and a definite belief in, and acceptance of, the values and goals of the organization” (Luthans, 2008, p.148). The above definition of the organizational commitment (OC) highlights the committed employees wish to remain with the organization. However, the lack of commitment associated with the negative effects like labour turnover (LTO) and absenteeism (Coetzee, 2005; Cohen, 2010; Browns, 2003). At present LTO & absenteeism is a severe problem in apparel industry. It highly affects to the smooth flow of the organization and to the performance of the organization in every aspect. Mainly apparel industry based on the shipment, higher absenteeism and the turnover create an enormous problem on the shipment since it delay the shipment. Late shipment creates other problems such as huge overtime cost, new recruitment and training cost. Ultimately all these things negatively affect to the final outcome of the organization. “Organizations can perform at higher levels, where their employees are committed to the organization and work as a team member of the organization. Employees should think as an entrepreneur, not just as a traditional employee and have to prove their loyalty to the organization” (Coetzee, 2005, p.1). Therefore, the employees should be committed to the organization since they directly affect to the final outcome of the organization.

The ultimate objective of any organization is to achieve the organizational goals and objectives. Since human resource is an important asset to the organization, a committed workforce is a competitive advantage to the organization when achieving the goals and objectives (Colakoglu, Culha, & Atay, 2010). Thus, the Organizational Commitment is highly expecting from the employees by their employers. “Highly committed employees wish to remain associated with the organization and advance organizational goals, and are therefore less likely to leave” (Nehmeh, 2009, p.5).

However, the organizations expect the organizational commitment from their employees, one of the challenges facing modern organizations involves maintaining employee commitment in the current environment. Even it is more significant to create a commitment to the organization it is critical and difficult to create a committed workforce in the organization (Coetzee, 2005). As today business environment is changing rapidly the concept of “a job for life” is no longer viable and therefore organizations have to face the problem of retaining a committed employee within them (Nehmeh, 2009).

Organizational support is important as it guarantees assistance provided by the organization to deal with the demanding conditions, and to carry out ones jobs efficiently and effectively (George, Reed, Ballard, Colin & Fielding, 1993). Eisenberger and his colleagues argued that employees who perceive a high level of organizational support are more likely to feel an obligation to “repay” the organization (Eisenberger, Huntington, Hutchison & Sowa, 1986). Organizational support theory (Eisenberger et al., 1986) further proposes that in the employee employer exchange relationship, employees who believe that they have received high levels of support from the organization tend to reciprocate with positive work attitudes and behaviors that benefit the organization. Employees with higher Perceived Organizational Support (POS) would repay the organization with stronger commitment to the organization (Lew, 2009). The theoretical background proves that there is a relationship between the POS & OC.

Therefore, the literature reveals the importance of OC to the organization and also the lack of OC in today’s organizations.

IV. OUR APPROACH

Analysis of the literature reveals that if the organizational support met the employees’ needs for praise and approval, the employees would incorporate organizational membership into self-identity and thereby develop a positive emotional bond (affective commitment) to the organization.

According to LaMastro Individuals who felt valued and supported by their organizations were more emotionally attached to the organization (Lamastro, 1999). So, in the light of the empirical studies, the first hypothesis of the study is, H1: POS is positively impact on Affective Organizational Commitment.

According to Eisenberger, Cummings, Armeli & Lynch (1997), perceived organizational support creates a sense of obligation within individuals to repay the organization. Individuals who feel support by their organization also feel morally obligated to remain with that organization. Also, perspective organizational
support has a positive relationship with normal commitment (LaMastro, 1999). So, the second hypothesis of the study is, H₂: POS is positively impact on Normative Organizational Commitment.

Individuals with strong levels of POS were less likely to feel that they “had to” remain with the organization because of the lack of attractive alternatives or due to the disruption in their life that leaving would involve (LaMastro, 1999). Several researchers try to explain why perceived organizational commitment is related to continuance commitment in a negative way. Shore and Tetrick (1991) suggest that perceived organizational support reduces the feelings of entrapment (i.e. continuance commitment) that develop when employees are forced to stay with their organization because of the high costs associated with leaving. O’Driscoll and Randall (1999) also suggested that an employee who perceived greater support from their organization expressed lower levels of continuance commitment to organization than those who felt less organizational support. Therefore, researcher hypothesized, H₃: POS is positively impact on Continuance Organizational Commitment.

### TABLE 1
Correlation between perceive organization support and organization commitment

<table>
<thead>
<tr>
<th>POS</th>
<th>Correlation</th>
<th>Organizational commitment</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Pearson</td>
<td>.628**</td>
</tr>
<tr>
<td>P</td>
<td>1</td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>42</td>
</tr>
<tr>
<td></td>
<td>Pearson Correlation</td>
<td>1</td>
</tr>
<tr>
<td>D</td>
<td>Sig. (2-tailed)</td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>42</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).

Correlation between perceive organizational support and organizational commitment is 0.628. It denoted that there is a strong positive relationship between perceive organizational support and organizational commitment. P-value is 0.000; hence it has been supported for the relationship.

According to the significance of P-value 0.000, it was implied that the test is highly significant. Hence, it rejects the null hypothesis (H₀) and accepts the alternative hypothesis of there is a positive relationship between perceive organizational support and organizational commitment (H₁) at the 95% confidence level.

### TABLE 2
Correlation between perceive organization support and continuous commitment

<table>
<thead>
<tr>
<th>Correlations</th>
<th>P</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Correlation</td>
<td>.439*</td>
<td></td>
</tr>
<tr>
<td>P</td>
<td>Sig. (2-tailed)</td>
<td>.004</td>
</tr>
<tr>
<td>N</td>
<td>42</td>
<td></td>
</tr>
<tr>
<td>C</td>
<td>Sig. (2-tailed)</td>
<td>.004</td>
</tr>
<tr>
<td>N</td>
<td>42</td>
<td></td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).

Correlation between perceive organizational support and continuous commitment is 0.439. It denoted that there is a weak positive relationship between perceive organizational support and continuous commitment. P-value is 0.004; hence it has been supported for the relationship. According to the significance of P-value 0.004, it was implied that the test is highly significant. Hence, it rejects the null hypothesis (H₀) and accepts the alternative hypothesis of there is a positive relationship between perceive organizational support and continuous commitment (H₁) at the 95% confidence level.

<table>
<thead>
<tr>
<th>Correlations</th>
<th>P</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Correlation</td>
<td>.358*</td>
<td></td>
</tr>
<tr>
<td>P</td>
<td>Sig. (2-tailed)</td>
<td>.020</td>
</tr>
<tr>
<td>N</td>
<td>42</td>
<td></td>
</tr>
<tr>
<td>C</td>
<td>Sig. (2-tailed)</td>
<td>.020</td>
</tr>
<tr>
<td>N</td>
<td>42</td>
<td></td>
</tr>
</tbody>
</table>

*. Correlation is significant at the 0.05 level (2-tailed).

Correlation between perceive organizational support and continuous commitment is 0.358. It denoted that there is a weak positive relationship between perceive organizational support and normative commitment. P-value is 0.020; hence it has been supported for the relationship. According to the significance of P-value 0.020, it was implied that the test is significant. Hence, it rejects the null hypothesis (H₀) and accepts the alternative hypothesis of there is a positive relationship between perceive organizational support and normative commitment.
Correlation between perceived organizational support and affective commitment is 0.644. It denotes that there is a strong positive relationship between perceived organizational support and affective commitment. P-value is 0.000; hence it has been supported for the relationship.

According to the significance of P-value 0.000, it was implied that the test is highly significant. Hence, it rejects the null hypothesis (H₀) and accepts the alternative hypothesis of there is a positive relationship between perceived organizational support and continuous commitment (H₁) at the 95% confidence level.

The regression analysis is used to identify the best model and study the impact of perceived organizational support on organizational commitment. An objective of this is to study the impact of perceived organizational support on organizational commitment was achieved by the regression analysis.

**Multiple Linear Regression Analysis**

\[ OC = \beta_0 + \beta_1 \cdot CC + \beta_2 \cdot AC + \beta_3 \cdot NC + \varepsilon \]

Where,
- \( OC = \) organizational commitment
- \( \beta_0 = \) Intercept Parameter
- \( \beta_1, \beta_2, \beta_3 = \) Slope Parameter
- \( CC = \) Continuous commitment

It is evident from the results that, organizational commitment dimensions of affective, normative and continuous commitment have explained by 72% of the variance in the organizational commitment in D SBU. Therefore, it defined that
- \( NC = \) Normative commitment
- \( AC = \) Affective commitment
- \( \varepsilon = \) Standard error

The multiple linear regression model shows the predictive potential of continuous commitment in D SBU.

### TABLE 5
**Model Summary**

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R-Square</th>
<th>Adjusted R-Square</th>
<th>Std. Error of Estimate</th>
<th>Durbin-Watson</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.719*</td>
<td>.518</td>
<td>.505</td>
<td>.30705</td>
<td>2.145</td>
</tr>
</tbody>
</table>

* Predictors: (Constant), CC

**Dependent Variable: DE**

there is 28% of unexplained variation in this model.

Furthermore, Adjusted R-Square value is adjusted for the number of variables included in the regression equation. The adjusted R-Square value (50%) of this new model has no extensive difference when compared to the previous result R-Square value (51%). It indicated that regression equation fitted to the sample. Standard error of estimation is 0.30705. It represents that model is fitted well.

Following table represents the variance of the model by presenting the sum of squares, degree of freedom, F-value and P-value.

### TABLE 6 ANOVA

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regress</td>
<td>4.045</td>
<td>1</td>
<td>4.045</td>
<td>42.903</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>3.771</td>
<td>40</td>
<td>.094</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>7.816</td>
<td>41</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: DE
b. Predictors: (Constant), CC

table revealed that the total sum of square is 7.816 and 4.045 of variation can be explained by regression and 3.771 of dependent variable is explained by residual. Hence, the model is fitted well because significant proportion is contributed by regression. Further, it indicated that p-value 0.000, which is less than 0.05. Further, it can be identified that calculated F value is 42.903 and it was clear that the model was a fitted one because the calculated F-value was greater than the table F value. Therefore, the null hypothesis was rejected and it was further suggested that the overall model applied, can statistically significantly predict the dependent organizational commitment.
V. CONCLUSION

The previous researches discuss about the positive relationship between the POS and AOC. Eisenberger et al (1986) argues that the employees who perceive a high level of organizational support are more likely to feel an obligation to “repay” the organization in terms of affective commitment. Eisenberger, Fasolo, and LaMastro (1990) found that employees’ general perception of being valued and cared about by the organization is positively related to express affective and calculative involvements in the organization. Employees who perceived high support expressed stronger feelings of affiliation and loyalty to the organization. Consistent with the previous literature, the findings of the research evidenced a positive impact of POS on AOC. Hence front-end staff and executive employees in D SBU at XYZ Company those who felt valued and supported by their organizations seem more emotionally attached to the organization.

POS on AOC of the front-end staff and executive employees in D SBU at XYZ Company.

LaMastro in 1990 found that individuals who felt valued and supported by their organizations are more emotionally attached to the organization and also feel morally obligated to remain with that organization. The greater the extent to which employees perceive that the organization is giving them support, the more they feel a moral obligation (Normative Organizational Commitment) to keep working for that organization. Confirming those previous findings results of the current study reveals that there is a positive impact of POS on AOC of the front-end staff and executive employees in D SBU at XYZ Company.

POS on COC of the front-end staff and executive employees in D SBU at XYZ Company.

Rhoades and Eisenberger (2002) found that POS decreases employees’ feelings of COC, which develops when employees are forced to stay with an organization because of the high costs of leaving. Employees who have a higher level of POS are remaining with the organization not because of the high cost associated with it. Contrary to the expectation, the result of the current study indicates that the POS negatively impact on COC. This indicates if employees feel they are being cared by their organization they will develop higher level of COC. Further it indicates when the employee feels their organization is supportive then they will feel the high cost of leaving as a result of that caring and the concern of their well-being by the organization. Developing and maintaining skilled labors for the industry is another concern for the Sri Lankan apparel market. Although the industry has the tendency to expand, with the availability of new jobs the apparel manufacturers find it difficult to find competent people to fill out these positions. As the nature of the garment industry XYZ is facing a continuance problem of developing and maintaining a dedicated workforce with them who contribute to the success of the organization. So, the current study is significant in several ways to the XYZ.

LTO and absenteeism is the major issue of the XYZ as same as usual problem in the garment industry. The XYZ will have to find new recruits to replace the employees who are leaving the organization and it is becoming more and more difficult for the manufacturers to fill out these vacancies. The best solution is to retain the labors which will reduce much trouble to the apparel manufacturers in this matter. By finding out the effect of POS on OC organization can get the benefit of reducing the LTO and Absenteeism by developing a committed workforce with them.

OC can result an increase in performance hence it will generate the feeling of performing more than their usual duties to achieve the targets of the organization and make employees to remain with the organization. Boost in performance of the front-end employees can create an advantage to the XYZ because; having a dedicated workforce is strength to the organization.

Researcher concluded four main things from the current study. First, both researchers and practitioners accept the organizational commitment as an important phenomenon. However, it is hard to find the committed employees. Researcher concluded that organizational commitment is an issue in D SBU at XYZ. Hence, it confirms the research problem.

Second, POS is significantly and positively impact on affective organizational commitment. Result of the study concluded that employees who feels their organization as supportive were more emotionally attached to the organization and like to continue the membership of the organization.

Third, POS was significantly and positively affect to normative organizational commitment. This concluded that employees who felt support of the organization are having a feeling of repaying it to the organization by continuing working with the organization.

Fourth, POS was positively and significantly affect to continuance organizational commitment. Hence, it confirms employees who felt support from the organization tend to develop higher continuance organizational commitment.

Finally, as a whole the study concluded that POS significantly and positively associated with all three dimensions of organizational commitment.

REFERENCES


