



IJRASET

International Journal For Research in
Applied Science and Engineering Technology



INTERNATIONAL JOURNAL FOR RESEARCH

IN APPLIED SCIENCE & ENGINEERING TECHNOLOGY

Volume: 12 **Issue:** IV **Month of publication:** April 2024

DOI: <https://doi.org/10.22214/ijraset.2024.60460>

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Perceived Organizational Support and Organizational Commitment among IT Employees

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Abstract: *This study examines the relationship between Perceived Organizational Support (POS) and Organizational Commitment (OC) among IT employees in Bengaluru. The study was conducted on a sample population of 210 individuals who are IT employees in Bengaluru, using Perceived Organizational Support Scale and Organizational Commitment Scale. The research reveals a significant positive correlation between Perceived Organizational Support and Organizational Commitment, highlighting the crucial role of organizational support in fostering employee commitment. Regression analysis further confirms the influential impact of perceived organizational support on organizational commitment. Additionally, the study explores differences in the variables across the different modes of work. These findings emphasize the importance of creating a supportive work environment to enhance employee commitment and organizational success. Overall, this research contributes to understanding perceived support and employee commitment within organizational contexts, particularly in the context of evolving work arrangements.*

I. INTRODUCTION

A world in which IT employees do not play leading roles has come to be unimaginable with the vast and quick paced changes that are taking place day by day. Technology has come to the forefront of most disciplines and industries and it is dynamic in nature. It allows for greater efficiency, new discoveries and better opportunities and IT employees remain the backbone wherever technology is concerned. Its incorporation into the various disciplines, areas of study and areas of work has made it indispensable.

In the current competitive landscape, it is imperative to give employees' needs and desires first consideration. The goal of following suit is to keep them on board and increase their profitability for the company. Developing policies and programmes that appeal to and entice employees is crucial for every organisation. Nowadays, businesses are conscious of this reality and have made it a point to give their staff members a positive work atmosphere in order to keep them on for longer (Li et al., 2022). It is thought that an employee's affective attachment to the company and expectation that more effort would be rewarded for achieving organisational goals will both grow when they perceive support from the company (Eisenberger et al., 1986). This goes to say that an employee's perception of the support they receive from their workplace/organization, i.e., perceived organizational support greatly impacts the level of commitment they feel towards the organization and their intent to strive for better results in the future. Further, according to Allen et al. (2003), the associations with job satisfaction and organisational commitment are mediated by perceived organizational support. Additionally, withdrawal and perceived organizational support have a negative relation, but the associations are also mediated. This shows that research supports the impact that perceived organizational support has, not only on organizational support, but also job satisfaction and intent to withdraw from the organization, i.e., turnover (Li et al., 2022).

An employee who has a strong sense of organisational commitment understands the company's goals, buys into the company's heart and future vision (both professionally and personally), feels like they belong, and is respected and fairly compensated for the work they do. Employee morale, dedication, engagement, and productivity are likely to rise as a result, and there's a greater likelihood that they'll stay with the company longer. This is essential for businesses to retain their finest staff because organisations are becoming more and more competitive (Jay, 2021). Employees who are committed to their organization are more likely to work towards organizational goals and are more likely to be more dedicated to their work with less chances of turnover.

Eisenberger et al. (1986) proposed that perceived organizational support explains how workers see their employer's willingness to reward them for going above and beyond because they respect their contribution and are concerned about their well-being. Although it is based on employees' perceptions rather than the organization's perspective, it is the organisational counterpart of employees' commitment to the organisation in the social exchange between employers and employees. Since perceived organisational support is linked to a variety of work-related attitudes and behaviours, it is significant. More specifically, there is a robust correlation between perceived organisational support and (a) reduced stress and burnout and (b) increased organisational commitment and job satisfaction (Paul, 2020).

Perceived organizational support refers to an individual's perception of the extent to which their organization values and supports their well-being and success in the workplace (Alias et al., 2019). Numerous studies have highlighted the positive impact of perceived organizational support on various aspects of employee performance and well-being. When employees perceive that their organizations are meeting their needs in the workplace, they show extensive commitment by responding with increased enthusiasm in performing tasks and exhibiting preferred service ethics, mannerisms, behaviours, and attitudes. This indicates that when employees feel supported and valued by their organization, they are more likely to be engaged and motivated in their work. Organizational commitment refers to the level of attachment and dedication an individual has towards their organization (Saraih, 2020). It is a concept that has been widely studied and has been found to have significant implications for both individual and organizational performance and effectiveness.

Numerous studies have focused on understanding the different components of organizational commitment. According to various sources, there are three main components of organizational commitment: affective commitment, continuance commitment, and normative commitment. Affective commitment is characterized by the emotional attachment and identification an individual has towards their organization. This component of commitment is influenced by factors such as job satisfaction, organizational support, and positive relationships with co-workers and supervisors. Organizational commitment is a concept that has gained significant attention in the field of organizational behaviour and management (Nassar, 2021). Organizational commitment refers to the level of attachment and involvement that an employee feels towards their organization (Sabella et al., 2016). This commitment can be seen as a psychological bond between the individual and the organization, leading to a sense of loyalty, dedication, and willingness to stay within the organization and put forth effort to contribute to its success (Saraih, 2020). Several researchers have examined the relationship between organizational commitment and various outcomes.

A. *Need for Study and Rationale*

As seen through extensive research, perceived organizational support and organizational commitment are integral parts of work life. However, research studies done on these variables in India is limited in number. As working conditions have changed due to various circumstances, various modes of work have emerged such as work –from-office/on-site, hybrid work mode (room for flexibility between work from office and work from home) and work from home. Given the importance IT employees play in today's world, it is important to understand these essential aspects of their work life, which further contribute to their work environment and work-life satisfaction as a whole. Bengaluru, known for being an IT hub, fosters hundreds of young talented individuals. Researching the roles of perceived organizational support and organizational commitment among these individuals will help gain more insight into the Indian context, given the changing times and circumstances. Given the lack of research studies conducted on these variables in India, as well as among IT employees, this research would be able to aid in adding to the existing literature. In addition, there are very few studies that have analysed these variables in the various categories of work modes (work from home, work from office, and hybrid work mode) and hence this research paper would allow for new perspectives and findings.

II. REVIEW OF LITERATURE

A study which aimed to study the relationship between Perceived Supervisor Support, Perceived Organizational Support, Organizational Commitment and Employee Turnover Intention was conducted in Kota Kinabalu. The study included a total of 260 respondents selected from eight three-star hotels in Kota Kinabalu area. The findings state that there is a significant relationship between each of the variables, including perceived organizational support and organizational commitment (Kalidass & Bahron, 2015).

According to another research (Celep & Yilmazturk, 2012), the relationship among Organizational Trust, Multidimensional Organizational Commitment and Perceived Organizational Support in Educational Organizations was studied among 315 teachers from 18 public primary schools in Golcuk, Kocaeli. The results showed that teachers' organisational commitment and their perception of organisational assistance were significantly positively correlated. The gender-specific results showed that female teachers had higher levels of commitment to the organisation than did the male participants. In terms of perceived organisational support, instructors' commitment to their organisations increased with perceived organisational support.

In a longitudinal research study by Panaccio and Vandenberghe (2009) conducted on a sample of 220 people, perceived organizational support, organizational commitment and psychological well-being was studied extensively. The study reported that affective organisational commitment acts as a mediator in the favourable correlation between well-being and perceived organisational support. The study was done keeping factors such as role ambiguity, role overload and role conflict as controlled factors.

123 faculty members of sport sciences disciplines in public sector universities were recruited in a research by Afif (2018) by purposeful sampling. The data was analysed using correlation and multiple regressions and the findings concluded that work satisfaction and organisational commitment are substantially correlated with perceived organisational support ($p=0.001$). Overall, work satisfaction and organisational commitment of sport science faculty members in Iranian universities taken for this study are significantly influenced by perceived organisational support ($p<0.05$).

In a study by Wu and Liu (2014), it was determined and advised that in order to raise customer service professionals' commitment to the company, call centre managers should work to improve the perception of organisational support to them. The study was done taking a survey of 255 call centre customer care representatives at five large call centres in Taiwan. Analysis was done using structure equation modelling which yielded the previously mentioned results.

According to research (Caesens et al., 2014) it was found that perceived organizational support and organizational commitment has a significant relationship. Further, the findings suggest that the relationship between perceived organizational support and affective commitment is somewhat mediated by both felt obligation and organizational identification. Overall, the study demonstrates that the two mechanisms contribute simultaneously to the relationship between perceived organizational support and affective commitment.

From the point of view of Social Identity Theory, it is said that individuals "remain loyal when they feel that their organizations value and appreciate them". With the same kept in mind, a study by Fuller et al. (2003) suggests that one way to think of commitment is as an exchange good: when someone feels that an organisation cares about them, they are more likely to commit to it as well. The three-component organisational commitment model by Allen and Meyer, along with the perceived organisational support model by Eisenberger et al., are applied to a sample of 351 sworn police officers and student officers in a paper conducted on the citizens of Australia. The findings, much like that of other previous researches indicate a significant relationship between the two variables and found that perceived organizational support has a significant impact on organizational commitment (Currie & Dollery, 2006).

A study (Yahya et al., 2014) done on 131 academic expatriates retrieved a total of 93 responses. Regression analysis and Pearson's correlation were used to examine the association between organizational commitment and experienced support inside the organization. Correlation study demonstrated that while perceived organizational support had little bearing on continuance commitment, it was found to be highly significant for affective and normative commitment. Ultimately, the results of the regression analysis showed that perceived organizational support had a greater impact on organizational commitment. Additionally, the regression analysis revealed that organizational commitment accounted for 40.6% of the variance in perceived organizational support. This suggests that POS are essential for encouraging organizational commitment.

In a research study conducted in Pakistan, data was collected from 85 special education teachers from different special education centres in Punjab, Pakistan. Results show that affective and normative commitment are favourably connected with perceived organizational support and job satisfaction. There is no correlation between job satisfaction and perceived organizational support and ongoing organizational commitment. This shows that enhancing job happiness, impoverished working conditions, and organizational support can all increase a teacher's commitment (Bibi et al., 2019).

A. Research Gap

Despite extensive research done in this field using these variables, there are significant research gaps to be addressed and filled. There is a need for research on the relationship between these variables in the Indian context, for which very few pieces of literature could be retrieved. IT being an up and coming industry that remains dynamic would be an ideal sample demographic.

With changing times comes changing circumstances. After the COVID-19 pandemic, different modes of work have been adopted apart from the status quo of work-from-office/on-site. Hybrid work modes and work from home have allowed organizations and individuals greater efficiency in performing the required job roles. However, few to no research studies have been done comparing the differences in these two variables (Perceived Organizational Support and Organizational Commitment) across all three modes of work. Further research done in this area can contribute to the already existing literature on the relationship between perceived organizational support (POS) and organizational commitment, and the impact of POS on organizational commitment with new findings pertaining to the different modes of work.

III. METHOD

A. Aim

To study the relationship between perceived organizational support and organizational commitment among IT employees.

B. Operational Definitions

- 1) *Perceived Organizational Support*: POS refers to the extent to which employees of an organization believe that their contributions and opinions are valued by the organization.
- 2) *Organizational commitment*: Organizational commitment refers to the bond that employees experience with their organization and their engagement and dedication towards their jobs.

C. Research Design

A correlational analysis was conducted to study the relationship between Perceived Organizational Support and Organizational Commitment. A quantitative research study was adopted, applying descriptive statistics among the categories of gender and mode of work. Data collection was done through purposive sampling method with the consent of the participants. A regression analysis was done to analyse the impact of Perceived Organizational Support on Organizational Commitment. One-way ANOVA was done to find the differences of the variables Perceived Organizational Support and Organizational Commitment among the various modes of work (work from home, work from office, and hybrid work mode). The sample size included 210 participants belonging to the demographic of IT employees working in Bengaluru, India. The survey was circulated through an online platform (Google Forms) which allowed efficient data collection.

D. Objectives

- 1) To examine the relationship between perceived organizational support and organizational commitment among IT employees in Bengaluru.
- 2) To examine the influence of perceived organizational support on organizational commitment among IT employees in Bengaluru.
- 3) To examine the difference in mode of work on perceived organizational support among IT employees in Bengaluru.
- 4) To examine the difference in mode of work on organizational commitment among IT employees in Bengaluru.

E. Hypotheses

- 1) H1: There is significant correlation between perceived organizational support and organizational commitment among IT employees in Bengaluru
- 2) H2: There is a significant impact of perceived organizational support on organizational commitment among IT employees in Bengaluru.
- 3) H3: There is significant difference in perceived organizational support based on the modes of work among IT employees in Bengaluru
- 4) H4: There is significant difference in organizational commitment based on the modes of work among IT employees in Bengaluru

F. Inclusion criteria

- 1) Individuals employed in the IT sector
- 2) Individuals in Bengaluru, India.

G. Exclusion criteria

- 1) Non-IT employees
- 2) Individuals outside of Bengaluru, India.

H. Tools used

1) *Perceived Organizational Support*

Perceived Organizational Support developed by Eisenberger et al. (1986) seeks to describe employee perceptions about an organization and how much it acknowledges and values one's contributions and to what extent they care about employee well-being. The scale has 17 questions that are rated on a 7-point likert scale, with responses ranging from Strongly Agree (7) to Strongly Disagree (1). The scale has been tested for reliability and validity and has coefficient alpha values ranging from .74 to .95.

2) *Organizational Commitment Scale*

The Organizational Commitment Scale (Dhar et al., 2002) is an 8-item questionnaire that is rated on a 5-point likert scale with responses ranging from Strongly Agree (5) to Strongly Disagree (1), which measures an individual’s level of commitment to their respective organization. The index of reliability is as high as 0.7796.

I. *Statistical Technique*

The statistical techniques used for this study were inferential and descriptive statistics. Measures of inferential statistics used were correlation to understand the relationship between Perceived Organizational Support and Organizational Commitment and linear regression to understand the impact of Perceived Organizational Support on Organizational Commitment. One way ANOVA was used to find the differences in each variable among the various categories of work from home, work from office and hybrid work mode. SPSS software was used for the same analyses.

J. *Ethical Considerations*

- 1) *Informed Consent:* Participants were asked to read and fill a consent form prior to answering the questionnaires making sure they understood the Instructions and that their participation in the study was with consent.
- 2) *Confidentiality:* Participants were clearly informed that any responses or data collected from them would remain confidential and would only be used for the purpose of research.
- 3) *Right to Withdraw:* Participants were informed that if at any point they wish to do so, they may withdraw from the research study.

IV. RESULTS AND DISCUSSION

Table 1

Pearson Correlation for the variables Perceived Organizational Support and Organizational Commitment

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

| Variables | n | Mean | SD | 1 | 2 |
|------------------------------------|-----|-------|--------|--------|---|
| 1.Perceived Organizational Support | 210 | 93.24 | 24.040 | - | |
| 2.Organizational commitment | 210 | 31.71 | 5.430 | .886** | - |

Table 1 shows the Pearson correlation for the variables Perceived Organizational Support and Organizational Commitment which indicates that in the sample population of 210, the mean values for Perceived Organizational Support and Organizational Commitment are 93.24 and 31.71 respectively, and the Standard deviation is 24.040 and 5.430 for Perceived Organizational Support and Organizational Commitment respectively. The ‘r’ value for Perceived Organizational Support and Organizational Commitment is .886 with a significance value of .000 which means there is significant correlation between Perceived Organizational Support and Organizational Commitment.

The aim of the study was to understand the relationship between Perceived Organizational Support and Organizational Commitment among IT employees in Bengaluru.

Research indicates that a linear and statistically significant relationship exists between organisational commitment and perceived organisational support (Satardien, 2014). Further, a research study by Arshadi (2011) states that Perceived Organizational Support was positively related to Organizational Commitment and in-role performance. From the results obtained that have been tabulated in table 1, it is evident that there exists a significant positive correlation between the variables ‘Perceived Organizational Support’ and ‘Organizational Commitment’. These results aligns with findings from previous research studies, and hence accepts the hypothesis stating that there is significant correlation between perceived organizational support and organizational commitment among IT employees in Bengaluru.

Table 2
Regression Table for the variables Perceived Organizational Support and Organizational Commitment

| Variables | R | R ² | Adjusted R ² | Beta | F | P |
|---|------|----------------|-------------------------|------|-------|------|
| Organizational commitment | .886 | .785 | .784 | .886 | 759.9 | .000 |
| Perceived Organizational Support (Constant) | | | | | | |

Table 2 shows the regression for the variables Perceived Organizational Support and Organizational Commitment which indicates that there is a significance value of .000. The table infers that there is a significant influence of the constant on Organizational Commitment with an R value of .886, R² value of .785, Adjusted R² value of .784, Beta value of .886 and F value of 759.9. According to Nayir (2012), it is possible to say that in order for employees to contribute and develop commitment to their organization, they need to feel that they are important to the organization. As per the results that can be seen in Table 3, Perceived Organizational Support has a significant impact on Organizational Commitment. These results align with previous research studies that have been conducted, and hence accepts the hypothesis which states that there is a significant impact of perceived organizational support on organizational commitment among IT employees in Bengaluru.

Table 3
One way ANOVA with Mean, SD, and F value for the variable Perceived Organizational Support

| | WFH | | WFO | | Hybrid | | F |
|----------------------------------|-------|-------|--------|-------|--------|-------|------|
| | Mean | SD | Mean | SD | Mean | SD | |
| Perceived Organizational Support | 86.14 | 25.50 | 101.66 | 19.21 | 91.93 | 24.61 | 7.94 |

Table 3 shows one-way ANOVA with Mean, SD, and F value for the variable Perceived Organizational Support which indicates that there is a mean value of 86.14 and Standard Deviation of 25.50 in the Work From Home Category, a mean value of 101.66 and Standard Deviation of 19.21 in the Work from Office Category, and a mean value of 91.93 and Standard Deviation of 24.61 in the Hybrid work mode category.

The results as shown in Table 4 indicate that there are significant differences in Perceived Organizational Support among the three work modes i.e., work from home, work from office and hybrid work mode. According to the data, Perceived Organizational Support is highest among work from office employees with a mean of 101.66, after which comes the hybrid work mode with a mean of 91.93, and it is the least among work from home employees with a mean of 86.14. The researcher however, could not find previous studies comparing the variable Perceived Organizational Support among the different work modes.

As seen from the results, the data accepts the hypothesis which states that there is significant difference in perceived organizational support based on the modes of work among IT employees in Bengaluru.

Table 4
One way ANOVA with Mean, SD, and F value for the variable Organizational Commitment

| | WFH | | WFO | | Hybrid | | F |
|---------------------------|-------|-------|-------|-------|--------|-------|-------|
| | Mean | SD | Mean | SD | Mean | SD | |
| Organizational commitment | 30.67 | 5.646 | 33.36 | 4.972 | 31.11 | 5.339 | 5.116 |

Table 4 shows one way ANOVA with Mean, SD and F value for the variable Organizational Commitment which indicates that there is a mean value of 30.67 and Standard Deviation of 5.646 in the Work From Home Category, a mean value of 33.36 and Standard Deviation of 4.972 in the Work from Office Category, and a mean value of 31.11 and Standard Deviation of 5.339 in the Hybrid work mode category.

From the results obtained as seen in Table 4, it is evident that there is no significant difference in Organizational Commitment among employees working in the various work modes, i.e., work from home, work from office, and hybrid work modes. Further, the researcher could not obtain previous findings that pertained to comparing the differences in Organizational Commitment among the different modes of work. Hence, the results reject the hypothesis which states that there is significant difference in organizational commitment based on the modes of work among IT employees in Bengaluru.

V. CONCLUSION

This research study demonstrates a significant positive correlation between Perceived Organizational Support (POS) and Organizational Commitment (OC) among IT employees in Bengaluru. The findings highlight the importance of organizational support in fostering employee commitment and suggest potential implications for organizational management and HR practices. Additionally, the study identifies significant differences in Perceived Organizational Support across different work modes but finds no significant variations in Organizational Commitment. These findings underscore the need for organizations to prioritize creating a supportive work environment to enhance employee commitment and organizational success. Future research could further explore the dynamic nature of POS and OC, as well as investigate the effectiveness of interventions aimed at enhancing organizational support and commitment. Overall, this study contributes to our understanding of employee perceptions and attitudes within organizational contexts, particularly in the context of evolving work arrangements.

VI. LIMITATIONS

The researcher could find little to no literature to support the findings based on differences in perceived organizational support and organizational commitment based on the various modes of work. This study is restricted to IT employees in Bengaluru which limits the possibility for generalization of the results obtained. Further, other industries and sectors can be used as the sample demographic for future researches in this topic.

VII. IMPLICATIONS

The study's findings suggest several implications for organizational management and human resource practices. Firstly, organizations can focus on enhancing Perceived Organizational Support (POS) by improving communication channels, providing feedback mechanisms, and recognizing employees' contributions. Implementing policies that demonstrate care for employee well-being, such as flexible work arrangements and wellness programs, can further strengthen POS.

Secondly, fostering Organizational Commitment (OC) requires building a positive organizational culture based on transparency, trust, and inclusivity. Providing opportunities for career advancement, skill development, and meaningful work assignments can also enhance employees' commitment to the organization.

Moreover, addressing differences in work modes is crucial. Organizations should acknowledge the impact of work arrangements on employees' perceptions and experiences. Tailoring support initiatives to meet the unique needs of employees in different work modes can help mitigate disparities in POS and foster a sense of inclusion and support.

Furthermore, recognizing the importance of POS in driving OC underscores the significance of employee engagement initiatives. Organizations that prioritize creating a supportive work environment are likely to experience higher levels of employee satisfaction, engagement, and retention.

Lastly, understanding the relationship between POS and OC can inform strategic decision-making processes, such as organizational restructuring, leadership development, and talent management. By investing in initiatives that strengthen POS and OC, organizations can create a competitive advantage by attracting and retaining top talent and fostering a culture of success and innovation.

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