# To Promote Employees Commitment via Perceived Organizational Support

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**Abstract**

Human resource is one of those capital resources of an organization which not only increases the efficiency and the effectiveness of the organization but it act as a sheer source of competitive advantage which is inimitable. Employee commitment is as the degree to which an employee identifies with the organization and wants to continue actively participating in it. Commitment is one of the important consequences of perceived organizational support. Organizational support is studied as something that is perceived by an employee. This is a perception or judgment of how much support an employee feels or thinks an organization provides to him or her. Employees with high perceived organizational support feel indebtedness to respond favorably to the organization in the form of positive job attitudes and organizational behaviors and also support organizational goals. Studies show perceived organizational support increases commitment. It can also be inferred from the discussion that when employees feel supported their outcomes towards organization are always positive which helps organization to achieve its goals. It is suggested that not only the perceptions on organizational support and external prestige are important to employees' perceptions of the quality of their exchange relationships with their organizations, but also suggest that these perceptions affect employees commitment, through the quality of exchange relationships with their organization.

**Keywords:** commitment, employee commitment, perceived organizational support

## 1. Introduction

With the rapidly changing business practices organization are facing increased and mounting challenges. Now organizations are striving to meet these uncalculated challenges which arise with each step to pass. Meeting these challenges requires best use of possible resources. Out of many resources human resource is the best of all. Human resource is the prime source which enables an organization to achieve best out of other available resources like physical, financial and organizational resources. Making best out of human resource can offer lasting competitive edge over rivals, which is dream of every business (Singh and Singh, 2010).

Human resource is one of those capital resources of an organization which not only increases the efficiency and the effectiveness of the organization but it act as a sheer source of competitive advantage which is inimitable. Considering this fact organization's success is based on employee's commitment and their focus towards achieving the organization's prime goals (Mosadeghrad, 2003)

Research on perceived organizational support began with the observation that if managers are concerned with their employees' commitment to the organization, employees are focused on the organization's commitment to them (Eisenberger, et al. 2004). Perceptions of organizational support (POS) are an important resource that is getting admired day by day in the management sphere of modern business world especially in the service sector (Mowday, 1998). Organizational support theory (OST: Eisenberger, Huntington, Hutchinson, & Sowa, 1986; Rhoades & Eisenberger, 2002; Shore & Shore, 1995) holds that in order to meet socio-emotional needs and to assess the benefits of increased work effort, employees form a general perception concerning the extent to which the organization values their contributions and cares about their well-being (Krishhan & Mary, 2012).

The research literature indicates that support employees perceive is positively related to a number of outcomes favorable to both the organization and the individual namely conscientiousness in carrying out conventional job responsibilities, organizational commitment and job satisfaction. Therefore the level of support employees perceive of employees needs to be constantly reviewed to ensure favorable outcomes to the organization which ultimately leads to profitability (Krishhan & Mary, 2012).
So, organizational commitment is one of the important consequences of perceived organizational support. Employees with high perceived organizational support feel indebtedness to respond favorably to the organization in the form of positive job attitudes and organizational behaviors and also support organizational goals (Loi, Hang-Yue and Foley, 2006).

Employees who perceive the organization as caring for their well-being are, therefore, assumed to be more likely to reciprocate not only in engaging in various forms of pro-social behavior directed toward the organization, but also by developing a stronger sense of organizational commitment. The current study about effect perceived organizational support on employee commitment is an example of a growing awareness that human development is multidimensional and multifaceted.

## 2. Employee commitment

Organization commitment was defined in a variety of ways by different researchers in the past. Salancik (1977) has a different perspective about commitment. He considered commitment as a behavioral element .Behavior of employees plays a very important role in commitment .For organization commitment three behaviors is very important visibility to act, how outcomes are interpreted  and how person is willing to own the work of organization and hence play a very important role in influencing the behavior of employees towards organization commitment. Mullins (1999) suggests three processes or stages of commitment:

1. Compliance, where a person accepts the influence of others mainly to obtain something from others, such as pay; this is followed by:

2. Identification, in which the individual accepts influence in order to maintain a satisfying relationship and to feel pride in belonging to the organization; which leads to

3. Internalization, in which the individual finds the values of the organization to be intrinsically rewarding and compatible with the personal values.

Newstrom and Davies (2002) define employee commitment as the degree to which an employee identifies with the organization and wants to continue actively participating in it. Like a strong magnetic force attracting one metallic object to another, it is a measure of the employees' willingness to remain with a firm in the future. It often reflects the employees' belief in the mission and goals of the firm, willingness to expend effort in their accomplishment, and intentions to continue working there. Commitment is usually stronger among longer-term employees, those who have experienced personal success in the organization, and those working with a committed employee group.

Beckeri, Randal, and Riegel (1995) defined organization commitment as a combination of three dimensions a strong desire to remain in a particular organization, work with great effort on the behalf of organization and belief in the  values of organization  to achieve organization goal. According to commitment is related to loyalty to the organization and concerns for the organization and its success that is reflected by the attitude of employees. The main personal factors that determine organizational commitment are internal and external control attributes, age, and tenure in the organization. Organizational factors are leadership, job analysis and design. All of these factors affect the commitment of employees in the organization and ultimately performance of employees and their role in the success of organization.

According to Madigan, Norton and Testa (1999), committed employees would work diligently, conscientiously, provide value, promote the organization's services or products and seek continuous improvement. In exchange, they expect a work environment that fosters growth and empowerment, allows for a better balance of personal and work life, provides the necessary resources to satisfy the needs of customers and provides for their education and training as

## 3. Perceived organizational support

While the formal concept of perceived organizational support was not introduced and quantified until the 1980s, the idea of organizational support has been present in the management literature for nearly seventy years (Zagenczyk, 2001). Perceived organizational support is given different words by different researchers and attempts have been made to simplify and explain the concept. Eisenberger *et al.* (1986) defines "perceived organizational support" as "an employee's perception that the organization values his or her contribution and cares about the employee's wellbeing" (Ahmed, et al. 2011). Erdogan and Enders (2007) says "Perceived organizational support refers to the degree to which an individual believes that the

organization cares about him/her, values his/her input and provides his/her with help and support".

Perceived organizational support is directly linked with three categories of favorable treatment received by employees, such as, organizational rewards and favorable job conditions, fairness and supervisor support, in return favorable outcomes are achieved such as job satisfaction and organizational commitment. All these relations support organizational support theory (Rhoades and Eisenberger, 2002).

Therefore, organizational support is studied as something that is perceived by an employee. This is a perception or judgment of how much support an employee feels or thinks an organization provides to him or her. In other words, perceived organizational support focuses on the organization's commitment to the employee. This construct is distinct from organizational politics and procedural and distributive justice (Andrews & Kacmar, 2001).

Muse and Stamper (2007) divide perceived organizational support in two constructs i.e. POS-J (care about employees' outcomes and performance) and POS-R (care about employees' well-being and respect). Both these constructs affect the perception of employees about the support given by the organization. If any one of these elements is missing it would affect the overall perception of support given by organization.

### 4. Effect POS on employee commitment

How employees interpret the organizational environment has an effect on their attitude, motivation, performance, and well-being (Brown & Leigh, 1996). Eisenberger, et al. (1990) suggested that a worker's perception of how an organization values him/her may be vital for determining his/her attitudes benefiting the organization.

According to Tourangeau and Cranley (2006), perceived support is an important factor that indirectly affects the intention to remain employed. Tumwesigye (2010) highlight significant relationships between (a) perceived organizational support and organizational commitment, (b) organizational commitment and turnover intentions, (c) perceived organizational support and turnover intentions. Results reveal that whereas support is positively related to organizational commitment, both organizational commitment and support are negatively associated with turnover intentions.

The relationship between perceived organizational support and organizational commitment is commonly explained by reciprocity and social exchange. From the social exchange theory perspective, Eisenberger, Huntington, Hutchinson, and Sowa, (1986) argued that beliefs underlie employees' inferences concerning their organizations' commitment to them in turn contribute to the employees' commitment to their organizations. High perceived organizational support creates an obligation for employees. Employees feel an obligation that they not only ought to be committed to their organizations, but also feel an obligation to return the organizations' commitment by showing behaviors that support organizational goals.

More specifically, Currie and Dollery (2006) found that perceived organizational support was significant in predicting affective commitment and normative commitment; higher scores on perceived organizational support were associated with higher commitment scores. However perceived organizational support did not significantly predict continuance Commitment.

Fuller, Barnett, Hester and Relyea (2003) studied perceived organizational support and organizational commitment through OBSE from a social identity perspective. Social identity theory states that "people remain loyal when they feel that their organizations ... value and appreciate them" (Tyler, 1999). According to social identity theory, when people think that their organization appreciates and values them, this is an indication of organizational respect for them (Tyler, 1999). This is can be interpreted as a form of organizational support.

Social exchange and reciprocity theories (Gouldner, 1960; cited in Allen et al., 2003) suggest that employees feel an obligation to help those who helped them. It is reasonable, therefore to expect that in organizational settings, POS will trigger a desire to repay benefits offered by the organisation by greater identification with the organisation (affective commitment), a feeling of obligation to the organisation (normative commitment) and relative increase in the costs of leaving the organisation (thereby increasing continuance commitment).

Simpson (2007), in an article for the Mansis Development Corporation, emphasizes that employee behaviour on the job is influenced directly - positively or negatively by his or her immediate supervisor. Positive influences are essential to strengthening employee commitment. Therefore, the first step in building commitment is to improve the quality of management. Much has been written recently about the need for improving the education and training of the workforce. As important as this is, at least equal emphasis must be given to improving the quality of management if business is to succeed in achieving greater employee commitment and thereby its profitability.

Also, Ucar & Ötken (2010) indicated a significant relationship between perceived organizational support and affective commitment and normative commitment, but a negative relationship between perceived organizational support and continuance commitment. Results reveal that organization based self-esteem has a partial mediating role between perceived organizational support and affective commitment and full mediating role between perceived organizational support and continuance commitment.

Phillips and Hall (2001) suggested that OBSE may provide insight into the process through which the influences of organizational support are produced. They also found in their study that OBSE mediates the relationship between perceived organizational support, and job performance, and affective and continuance commitment.

Earlier, Semogerere (2003) had found that affective commitment was positively correlated with high quality psychological contract which has aspects of perceived organizational support such as fairness and meeting the individual's needs and expectations on the job (Tumwesigye, 2010).

Overall, it appears that employees with higher levels of POS are likely to be more committed and possibly more willing to engage in extra role or "organizational citizenship" behaviors than are employees who feel that the organization does not value them as highly.

### 5. Conclusion

Today's employees are better educated, increasingly mobile and are constantly seeking empowerment. The ever-changing technology, increased competition and globalization have created a new workplace that bears little resemblance to the businesses of the past. In the workplace of the future, many employers are realizing that the only constant advantage that they will have is their people is their intellectual capital.

Perceived organizational support increases affective commitment by contributing to the satisfaction of the employees' socio-emotional needs such as esteem, approval and affiliation (Fuller, Barnett, Hester and Relyea, 2003). This satisfaction will serve to enhance employees' social identity by being a member of that organization which creates greater commitment. Therefore it would be beneficial for organizations which want to attain high performance levels through committed employees to implement strategies that enhance perceived organizational support by creating a positive working environment.

It can also be inferred from the discussion that when employees feel supported their outcomes towards organization are always positive which helps organization to achieve its goals. In summing up it can be concluded that giving value to employees is actually giving value to itself.

According to above, it is suggested that not only the perceptions on organizational support and external prestige are important to employees' perceptions of the quality of their exchange relationships with their organizations, but also suggest that these perceptions affect employees commitment, through the quality of exchange relationships with their organization.

It is suggested that administrators should take the time to discover the organizational resources that individual teaches value and take measures to provide such resources where possible. As in perceived organizational support literature, the management of a firm must use discretionary or voluntary actions above and beyond that which is required to elicit commitment from its employees. So, the other suggestions are as follows:

- Improving compensation benefits;
- commitment levels as well as improve output;
- Innovative schemes to improve employee morale would help increase commitment levels.

**Acknowledgement**

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