Impact of Perceived Organizational Support and Psychological Capital on Organizational Commitment among University's Employees

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ABSTRACT

The aim of this study was to find out the impact of perceived organizational support and psychological capital on organizational commitment among university's employees. The target population for this study was the employees of the Muhammad Nawaz Sharif University of Agriculture Multan, Pakistan (MNSUAM). The study was based on a correlational research design, and total of 128 employees were sampled through a simple random sampling technique. Survey method was used for data collection. The instruments used for data collection included the Perceived Organizational Support Scale (POSS) Psychological Capital Questionnaire and Organizational Commitment Questionnaire The data was collected from 128 employees analyzed through Statistical Package for Social Sciences (SPSS). The results of this study revealed a significant correlation between dependent and independent variables. The regression analysis indicated significant impact of perceived organizational support on organizational commitment. Further, it was also indicated a significant impact of psychological capital on organizational commitment among university employees. No significant gender differences were found in terms of perceived organizational support and psychological capital and organizational commitment. However, the results indicated a difference in Job status in terms of perceived organizational support. The findings of this study suggest a significant role of study variables which would be helpful to conduct future studies in the area of public management, psychology, and more particularly, organizational psychology. Moreover, this study is also useful for designing an encouraging and supportive organizational environment for employees.

INTRODUCTION

The working environment is changing drastically in business, filled with uncertainty. This trend plays a role in lacking trust between employees and employers. Despite that, employees must comprehend the importance of positive relations with their human resources in the direction of enhancing organizational commitment, reducing absentees, escalating performance and

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organizational commitment (De Clercq, Suhail, Azeem, & Haq, 2021; Shaw et al., 2013). It also helps to improve a sense of teamwork towards the organization's goals. Nowadays, organizational context is continuously changing, and its environment is becoming more challenging, competitive, and requires higher commitment from employees (Triatmanto, Wahyuni, & Respati, 2019). In these circumstances, if organizations exhibit greater assurance and commitment toward their employees, the employees will reciprocate greater commitment and engagement to organizational goals and purpose (Nazir & Islam, 2017).

Organizational commitment is the most critical factor for any organization, as from a resource-based view, the crucial asset of any organization is its employees. Many terms define organizational commitment. Meyer and Allen (1997) defined organizational commitment as the "emotional bond of an employee with organization to admit prevalent values and goals" (Ahmad, Bilal, & Bibi, 2020). According to Kwon and Banks, (2004) organizational commitment acts as germinating motivational spirit, decreases stress and job-hopping practices in employees. A committed employee walks an extra mile in pursuit of organizational objectives (Ahmad, Bibi, & Majid 2017). Perception of organizational support has a crucial impact on employees' attributes toward organizational behavior that direct employees' organizational commitment (Eliyana, & Ma'arif, 2019; Wu & Liu, 2014). Perception of organizational support helps to execute the basic socio-emotional needs, employee's self-enhancement process, affiliation, and accepting organizational change (Kim, Eisenberger, & Baik, 2016; Kurtessis et al., 2017). It is important to consider self-enhancement and social exchange process as these are the basis of the perception of organizational perception mechanisms leading to favorable outcomes for both employees and organizations (Caesens, Stinglhamber, Demoulin, & De Wilde, 2017; Liu, Lee, Hui, Kwan, & Wu, 2013).

Further, the perception of organizational support is evaluated on a regular basis to ensure positive outcomes for both profitability and organizational progress. Empirical evidence suggested that perceived organizational support relates to subjective wellbeing (low burnout and enhanced job satisfaction), positive job orientation, organizational identification, increased organizational behaviors, reduced absentees and lower turnover rates, thus it produces better performance (Kurtessis et al., 2017). Moreover, employees reciprocate organizational support in the form of dedication and commitment to their organizations to work hard to achieve organizational goals (Harris & Kacmar, 2018). Additionally, Shoss, Eisenberger, Restubog, and Zagenczyk (2013) revealed that low perceived organizational support is the reason for ant productive behaviors; therefore, employee's performance decreases (intra-role and out-of-role). Perceived organizational support related consequential factors are employee's job performance as well as their welfare (Kurtessis et al., 2017). Furthermore, the perception of organizational support produces greater organizational commitment and more pro social behavior. Thus, different studies evaluated the role of various organizational outcomes and reported to have positively significant relation with organizational commitment and job satisfaction (Agarwal, & Sajid, 2017; Ahmad, Bilal, & Bibi, 2020).

Psychological capital reported to have positively related with organizational commitment, job performance along with job satisfaction, and negatively related with negative symptoms as depression symptom, stress, absentees and turnover intent among employees. There are limited studies that highlight relationship between perceived organizational support and psychological capital (Yang & Kim, 2018). Empirical literature highlighted that hope, optimism, resilience;

self-efficacy was positively correlated with organizational commitment (Law & Guo, 2016). In another study which was conducted by Butt (2019) revealed that there is a positively relationship exists among organizational commitment and employee work engagement, closing to the fact that when employees are engaged with their organizations, they have better affective and social commitment. Furthermore, literature provided evidence that there is complementary relation among work engagement, organizational commitment, and psychological capital (Butt, 2019).

In Pakistan, the access to higher education had risen considerably in the past two decades. The greater accessibility to higher education had created opportunities for faculty mobility and student preferences. This trend manifested in works of Abulkareem et al. (2015) who announced that almost 19,000 university employees switch jobs for better prospects in South Asia. Likewise, Saba, (2011) concluded that almost 5 % of the employees' exhibit lack the commitment in public sector universities of Pakistan. Earlier researchers had stressed on the importance of the commitment of workers such as (Brinkborg, Michanek, Hesser, & Berglund 2011; Lu, Siu, & Lu 2010; Zhan Wang, & Yao, 2013). The persistent trend showed that workers who have the support from their organization and peers are more dedicated towards the collective goals and aims of their organization as compared to those who lack peer or organizational support (Rousseau & Aubé, 2010).

LITERATURE REVIEW

During the development phase of any country, educational sector is most important pillar of society. Skilled and committed employees are crucial and anticipated to outperform for any organization (Shahid & Azhar, 2013). However, universities need to mitigate the issue of little employee commitment and must highlight the leading factors contributing this issue. Generally, various research has tried to investigate the impact of organizational commitment in the Pakistan context but due to the variety of context and variable, no consensus was finalized such as (Ahmad, Bilal, & Bibi, 2020; Ch, Zainab, Maqsood & Sana 2013; Shah, 2012). A number of researchers have investigated the factors that affect organizational commitment in the context of Pakistan (Abid, Contreras, Ahmed, & Qazi 2019; Saeed, Nayyab, Lodhi, Baqir, Rehman & Mussawar 2013). However, there is lack of consensus in terms of agreement in findings vary considerably due to variations in number of variables and context. In spite of this, organizational commitments among academic employees in universities are para-mounted then ever recognized prior to Adekola (2012), and Ahmad, Bibi, and Majid (2017) pointed this issue and stated that lack of organizational commitment and highly turnover is faced by universities.

In an ideal organizational behavior, organizations and employees are benefited mutually and it is important for organization to value their human resources as an important and valuable assist (Eliyana & Ma'arif, 2019). Perception of organizational support is a crucial construct focusing on employees' perception about their organization values their working assistance and show concerning behavior about their well-being. For instance, studies reported that high perception of organizational support among employees generate less job stress and employees are willing to return at their jobs after facing an injury (Shaw et al., 2013). Organizational commitment is employees view as a member of any organization they work (Wombacher & Felfe, 2017). Moreover, it is the commitment between employee and organization and the involvement with their organization (Al-Jabari & Ghazzawi, 2019). The major theme is supported by social exchange theory stated individuals reciprocate to institutional support in the shape of organizational commitment and loyalty.

Therefore, thus it can be said that securing committed and motivated workforce is important strategic issue for education institutes. In addition, perceived organizational support helps to execute basic socio-emotional needs (employee's self-enhancement process, affiliation and accepting organizational change. It is important to consider self-enhancement and social exchange process as these are the basis of perceived organizational support mechanism leading to favorable outcomes for both employees and organizations (Caesens et al., 2017; Hua, 2020). Psychological capital originates from "postmodern positive psychology" (van Wyk, 2013), it is a crucial concept as it deals with strengths and positive aspects concerning individual behavior (Kapusuz & Çavuş, 2019). Positive psychological capital based on constructive and optimistic approaches. It is the primary universal capability in humans based on their cognitive processing mechanism that supports them in striving for success (Peterson, Luthans, Avolio, Walumbwa & Zhang 2011). Prior literature supported that positive psychological capital has positive consequences at personal and organizational level that aids to enhance human performance (Hua, 2020; Luthans et al, 2007; Luthans et al., 2010; Yalcin, 2016). Positive psychological construct is resiliency (Luthans & Youssef, 2004), self-efficacy (Bandura, 2000), hope (Luthans & Youssef, 2004), and optimism (Adams et al., 2003) work as components in motivational propensity that helps to complete a job (Kapusuz & Çavuş, 2019; Luthans et al., 2010).

Perceived organizational support is negatively relating to the work-related burnout of employees (Zhao, 2018). Further, perceived organizational support had positive logical effects on employees' psychological capital and career success (Chang et al., 2018). Similarly, a positive relationship between perceived organizational support and organizational identity influencing employees' commitment to their jobs (Li, 2018) and perceived organizational support has a significant positive relation with job retention (Gao et al., 2020). This current study aims to investigate relationship between perceived organizational support (POS), psychological capital (Psy Cap) and organizational commitment (OC) among employees of a private educational institutions. Perceived organizational support and organizational commitment relate to organizational behavior while psychological capital is a positive psychological resource that mediators among study constructs. However, this study is conducted empirically to investigate the impact of perceived organizational support and psychological capital on organizational commitment among university's employees because education sector is most important for the development of any country.
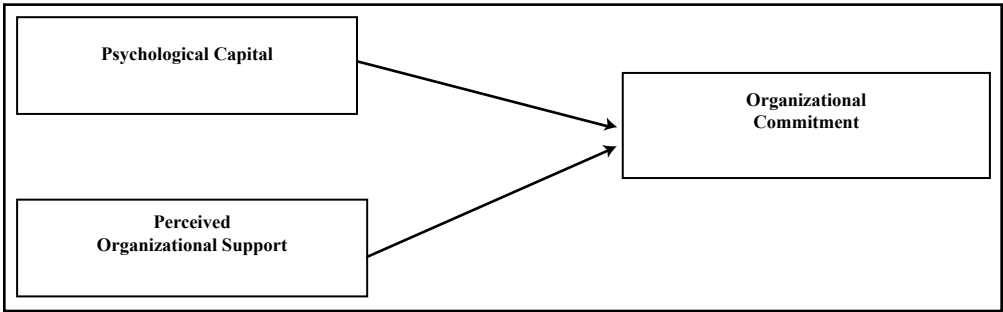
Figure 1: *Research Model*

METHOD

The nature of the study was explanatory quantitative research and correlational study design was used to collect the data with survey method. The sample of this study consisted of employees from a public educational institution, Muhammad Nawaz Sharif University of Agriculture, Multan (MNSUAM). The sample size was N=128 employees (male and female) determined through G-Power software and simple random sampling technique of probability sampling was used for the purpose of data collection. Data was gathered from institutional employees at institutional setting and the gender, job experience, and job status were demographic variables.

Research Instruments

The three-research instrument were used to measure the study variables:

Perceived Organizational Support Scale (POSS)

Eisenberger et al. (1986) created a perceived organizational support scale (POSS). The framework of exchange theory is the base of this questionnaire. This scale consists of 36 items designed on a 7-point Likert scale and some items have reversed scoring. Higher scores indicate higher perception of organizational support. A reliability and item analysis signify acceptable internal consistency (Cronbach's Alpha) of 0.97, with item-total correlations ranging from 0.42 to 0.83. Short version of this scale is also available.

Psychological Capital Questionnaire (PCQ)

This scale was firstly designed by Luthans et al. (2007) to measure the psychological capital. 6-point Likert scale was used to gain responses and this scale ranged from 1 = Strongly Disagree to 6 = Strongly Agree. This scale has 24 items and has a maximum score of 144 and minimum score of 24 and the higher score indicate higher levels of psychological capital.

Organizational Commitment questionnaire (OCQ)

This scale was designed by Mowday, Steers and Porter (1979) to measure psychological capital. The total numbers of items in this scale are 15 based on the 7-point Likert scale. This scale ranged from 1 = Strongly Disagree to 7 = Strongly Agree. Several items have reversed scoring, which is the best way to reduce response bias and the higher score indicates higher levels of organizational commitment.

Table 1:

Mean, Standard Deviation and Correlation Matrix among Perceived Organizational Support (POS), Psychological Capital (PS-Cap) and Organizational Commitment (OC)

Variables	M	SD	POS	PSY-CAP	OC
Perceived Organizational Support	148.50	28.479	1	.551**	.605**
Psychological Capital	102.58	18.842		1	.437**
Organizational Commitment	65.02	13.911			1

Table 1 above shows the significant positive correlation among perceived organizational support, psychological capital, and organizational commitment. (*p ≤ .05. **, p = .001)

Table 2:

Standard Regression Model showing the impact of Perceived Organizational Support on Organizational Commitment

Predictor	B	S. E	Beta	t-test	P-value
(Constant)	21.603	5.182		4.169	.000***
Perceived Organizational Support	.292	.034	.605	8.534	.000***
Psychological Capital	.322	.059	.437	5.447	.000***

Table 2 shows the significant impact of perceived organizational support on organizational commitment. (R^2 = .366, Adjusted R^2 = .361, F = 72.822, p < = 0.05)

Table 3:

Differences between males and females for their Mean Scores on Organizational Support, Psychological Capital & Organizational Commitment.

	Male		Female			
Variables	**M**	**SD**	**M**	**SD**	**t**	**P**
Perceived Organizational Support	145.18	29.713	151.52	27.808	-1.243	.216
Psychological Capital	100.10	16.931	104.84	20.920	-1.439	.153
Organizational Commitment	64.18	13.079	65.79	14.684	-.656	.513

Table 3 above shows the comparison between both male and female employees. Findings suggests that there is insignificant difference between both male and female employees on the study variables.

Table 4:

Analysis of Variance (one way) showing the Mean Differences of Perceived Organizational Support, Psychological Capital, and Organizational Commitment with respect to Job Status

Variables	**Sources of Variance**	**SS**	**df**	**MS**	**F**	**p-value**
Perceived Organizational Support	Between Groups	5895.784	2	2947.874	3.707	.027
	Within Groups	99396.252	125	795.170		
	Total	105292.00	127			
Psychological Capital	Between Groups	896.714	2	448.357	1.268	.285
	Within Groups	44190.50	125	353.524		
	Total	45087.21	127			
Organizational Commitment	Between Groups	341.539	2	170.770	.881	.417
	Within Groups	24235.390	125	193.883		
	Total	24576.930	127			

Table 4 above shows the significant differences in perceived organizational support with respect to job status among employees. While difference in two study variables, psychological capital and organizational commitment is non-significant.

RESULTS, FINDINGS, AND DISCUSSION

The collect data was analyzed by SPSS software. The significance level was 0.05 through descriptive measurements to compute standard deviation and mean, while to determine the relationship among organizational support (POS), psychological capital (Psy Cap), and organizational commitment (OC), Pearson correlation co-efficient was used Further, regression analysis was used to measure the impact of perceived organizational support, psychological capital on organizational commitment. However, t-test and ANOVA were used to measure the variation with respect to study variables and demographic variables.

The current study aims to investigate the relationship between perceived organizational support (POS), Psychological Capital (Psy Cap) and organizational commitment (OC) among employees. The empirical findings of correlation analysis indicate a significant as positive among study variables, perceived organizational support, psychological capital, and organizational commitment. Results from table 2 shows that perceived organizational support significantly contributed to predict organizational commitment among employees. Similarly, the results indicate that psychological capital is significantly contributed to predict the organizational commitment among employees. Therefore, perceived organizational support and psychological capital are said to be the determinants of organizational commitment.

The comparison was made by applying t-test for independent sample design (see Table 3) and differences were assessed through ANOVA (see Table 3) in the context of demographic variables. Results are non-significant to perceived organizational support, psychological capital, and organizational commitment with respect to gender (male and female). Employees focus on their work and their perception toward organizational support does not influence by their gender, and organizations consider employees performance and potential to work. At the same time, retention of valuable employee (whether male or female) is valuable for organization. Similarly, in another results (see Table 4), three groups of job status (faculty, staff, and administration) found to cause variation in perceived organizational support, but no variation were found on psychological capital and organizational commitment with respect to the job status. These findings demonstrate in the perspective of social exchange that if the employees perceived organizational support, it would build feelings of obligation and they are morally obliged to reciprocate their organization in the form of organizational commitment (Nguyen & Tu, 2020).

CONCLUSION

The significant positive correlation was found among organizational support, psychological capital, and organizational commitment. Perceived organizational support demonstrated the positive impact on organizational commitment and it was found that psychological capital significantly explains the organizational commitment. Further, perceived organizational support and psychological capitals are the factors that influencing organizational commitment. However, there were non-significant differences among study variables and respondents' gender. Moreover, job status cause variation in perceived organizational support and coworker support but no variation or differences were caused by job status on employee's psychological capital and organizational commitment. Thus, considering the results of this study, the present study concludes that the perception of organizational support and psychological capital is significant predictor of organizational commitment among university employees.

FUTURE DIRECTIONS

Despite the number of contributions, the present study subject to some limitations. The present study considered only two factors perceived organizational support and psychological capital to predict the organization commitment. Future studies can consider the other predictors like organizational environment. Furthermore, the present study considered the sample of 128 from a one university however, future studies can focus on specific region or all the universities operating in Pakistan as unit of analysis. The present study considered the sample universities as unit of analysis however, future studies can focus on the other public administrated departments like hospitals and other government departments. The findings of this study conclude a variable being used would be helpful to conduct future studies in the area of public management, psychology and more particularly organizational psychology. Moreover, this study is also useful for designing an encouraging and supportive organizational environment for employees.

The findings of present study will facilitate the individual faculty members in understanding the role of perceived organizational support, psychological capital, and organizational commitment. Furthermore, the findings of present will facilitate the top management of universities in understanding the role of perceived organizational support significantly and positively predict the employees' organizational commitment and psychological capital also significantly predict organizational commitment. Furthermore, the findings of present study will facilitate the policymakers and regulatory authorities particularly in education sector.

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