



THE ASIAN BULLETIN OF GREEN MANAGEMENT AND CIRCULAR ECONOMY

ISSN (online): 2959-0035

<http://abgmce.com/> 10.62019/abgmce.v4i1.106.

ISSN (Print): 2959-0027

The Effects of Perceived Organizational Support on Employees' Commitment: Mediating role of Proactive Personality

Zunnoorain Khan*, Zara Tahir, Aqib Gul

Chronicle

Article history

Received: May 18, 2024

Received in the revised format: June 1, 2024

Accepted: June 3, 2024

Available online: June 28, 2024

Zunnoorain Khan & Aqib Gul are currently affiliated with City University of Science and Information Technology, Peshawar, Pakistan.

Email: zunnoorainkhan@gmail.com

Email: malikaqib435@gmail.com

Zara Tahir is currently affiliated with Department of Management Sciences, International Islamic University, Islamabad Pakistan.

Email: Zara.tahir@iiu.edu.pk

Abstract

This study examined the connection between employees' commitment and perceived organizational support in the Peshawar, Pakistan, banking industry. The purpose of the study is to find out if employees' commitment to their company is significantly impacted by how supportive they feel from the organization. A survey questionnaire was used to gather data from a sample of banking personnel using a quantitative technique. Multiple regression analysis is used in the study to examine the data and evaluate the research hypotheses. The results show a strong positive correlation between workers' dedication and their perception of organizational support. According to the study's findings, companies should foster a positive work atmosphere to increase employees' dedication, which can improve output, increase job satisfaction, and decrease attrition intentions. This research further contributes to the existing literature on perceived organizational support and employee commitment and provides insights on proactive personality to improve job satisfaction by offering organizational support.

*Corresponding Author:

Keywords: Perceived organizational Support, Employee Commitment, Proactive Personality.

© 2024 Asian Academy of Business and social science research Ltd Pakistan.

INTRODUCTION

To be successful in the current dynamic environment, it is essential to keep the employees within the organization. It is considered that employees are one of the most important assets of the companies mostly importantly in the service-based organizations in which the services are performed by the employees of the company. (Evans et al., 2003). To get the positive response from the customers and to be successful, the behaviour, attitude and performance of the employees plays crucial role and is essential for the growth of the company. It is said that employees mostly lead the organization toward success (Kusluvan & Kusluvan, 2000(Ibrahim, Sobaih, & Gabry, 2017)). Ghani (2006) argued that the organizational support is the concept which is introduced to keep the employees within the organization and organizational support is also necessary to keep the employees of the company satisfied with in the company and it makes the employees of the company more committed and concerned. Additionally, the organizational support and the employee commitment both are essential to enhance the customer satisfaction (Lam & Zhang, 2003). The organizations such as hotels and airlines are service based organization and they argue that the behaviour and performance of the employees leads towards the success and enhance customer satisfaction (Robbins & Judge, 2009). The employee of any organization mostly compare the current organization with the previous organization with which he or she has worked in the past with respect to position and the working environment. (Kanaga & Browning, 2007). This psychological comparison highlight the importance of the concept of the organizational support. The most

important question with respect to the organizational support is "what employee of the company thinks about the organization?" this highlights that what employee of the company think that what is contributed by the organization to support the employee while working in organization. In the mind-set of the employee the organizational support gives different outcomes such as thinking about the goodness of the employee by organization, sharing the common benefits and appreciation of employee by the organization. The employees think that support is given to them as they are valuable assets of company and play their role in the success of company. When the employees of the company think that they are valued due to their work, they become more committed toward work and remained satisfied with their jobs. This also enhances the attachment of the employee with the organization. There are plenty of research which has revealed that supported employees become satisfied in the organization. (Tansky & Cohen; 2001; (Riggle, Edmondson, & Hansen, 2009).

The studies has revealed that when the employee of the company are given support it enhances the positive attitude and behaviour of employees and also leads towards the affective as well as normative commitment. (Rhodes & Eisenberger, 2002; Yoon & Thye, 2002; Fuller, Barnett, Hester, & Relyea, 2003; Aubé, Rousseau, & Morin, 2007; Riggle, Edmondson, & Hansen, 2009). Continuous Perceived organizational support sometimes leads towards negative behaviour. (Aubé, Rousseau, & Morin, 2007; LaMastro, 2008). According to studies (Schwepker, 2001; Yoon and Thye, 2002; Silva, 2006; Chen, 2007; Yang, 2010), there is a correlation between job satisfaction and organizational commitment as well as an increase in commitment when it comes to job satisfaction. The three variables—leadership styles, a supportive work environment, organizational justice, and pre-employment contentment—are influenced by different organizational commitment models.

- To examine the relationship between perceived organizational support and employee's commitment.
- To examine the relationship between perceived organizational support and proactive personality.
- To examine the mediating relationship of proactive personality with perceived organizational support and employee's commitment.

LITERATURE REVIEW

Perceived Organisational Support

Psychological needs play a mediating role in behaviour and motivation, organisational factors have an effect on promoting motivation and behaviour. In addition, there is a general high correlation between the support and satisfaction of the three basic psychological needs because employees who feel empowered are more likely to try to meet the needs of others (Rhodes & Eisenberger, 2002), the perceived organisational support has provoked interest in the researchers. It can be explained in many ways .it has been described in literature in different ways. According to the researchers, the perceived organisational support means that "the organization valued the needs of employees which are connected with the organization. This type of contribution also depends on the performance of the employees of the organization.it is also describe as "how many times and how the organization helps and contribute with their employees. Due to the job conditions and the human resources the perceived organizational support is created. It is also created due to the positive behaviour of the organization as well as the attitude of the employees of the organization.in the research theory, the positive behaviour of

an organization and attitudes are the main factors. In this way, the employees can do their favourable job with reasonable rules, and conditions and regulations. This theory will be very beneficial for the organization .it can help the organization as its increase the strength of employees. In the result of great struggle, this theory also helps to achieve the organization's goals. If this theory is followed properly by the organization, it will cause a great success for the organization.in this way, when the employees will have the great support from the company, and they are satisfied from the policies of organization, they will hard work more and more .they will perform their best effort (Aselage & Eisenberger,2003). Many researchers do research in this theory and they give many different definitions and different conclusions. The researchers study this theory and also explain it in the simple way.in the way, many concepts regarding organization and employees also are cleared. This theory is about the care and contribution of the employees (Kanten & Ulker, 2012).

(Rhodes & Eisenberger, 2002), says that "this theory is about the trust that the company take care and also valued the employees of the organisation. The employees have strong trust on the organization that they never leave them alone in the tuff time. The perceived organizational support theory is connected with the three different categories. One is fairness with the employees, organization's rewards, reasonable conditions of jobs. These categories are very profitable for the organization. This theory is also studied in the different way. This theory is also about the observation of the employees, that how much this theory support the employees. This theory is concerned with the thinking of the employees regarding organization. The main point of the perceived organizational support is commitment of the organization with the employees. This theory is divided in the two things.one is the caring regarding employees and second is the performance of employees for the organization. This division effects the company outcomes because when the employees will do their best effort and show more sincerity for organization, the organization will gain profit more and more (Aubé, Rousseau, & Morin, 2007). The perceived organizational support is consist on the humanities, the behaviour of the organization with their employees.

When the employees of the organization become well aware with their organization, then the organization will get positive results from their employees. The perceived organizational support is very necessary for the employees of an organization especially for the old employees that are with the organization form the starting time. They also clarify the relationship between perceived organizational support and organization commitment, organizational commitment and output intentions, perceived organizational support and turnover intentions. The results of this theory shows the both negative and positive behaviour of employees and organization. This theory also described the positively and negatively turnover intentions. According to the results of this research for this theory is that this theory is so beneficial for company but sometimes it caused many types of problems. Sometimes the organization has to suffer due to commitment and in this case sometimes the employees become careless (Kim, Leong, & Lee, 2005).

Many researchers founded that the employees of an organization who has a long experience with the perceived organizational support theory, they become so sincere with the organization and they also try their best to return the organization the favourable behaviour that caused a strong turnover for the organization. Most of the famous researchers also study this theory and according to them the perceived organizational theory is linked with the organizational citizen's behaviour and attitudes. They also affect each other in a positive way. According to the (Kim, Leong,

& Lee, 2005), it is founded that 35% percent increase in the perceived organizational support caused 35% increase in the organizational citizenship behaviour. According to the perceived organizational support, the employees also get reward from the organization in the return of their best effort, in this way, the employees expectation become higher and he struggle more and more as he can. In this way, the organization also get efficient results.

Organizational commitment

Due to increasing interest in the different fields such as sociology, Psychology and behavioural studies, the organizational commitment and perceived organizational support is being examined and it give rise to different new definitions. The organizational commitment is defined with respect to strength of the organization related to the employee identification and his/ her involvement in particular organization. The organizational commitment is characterized in the three different factors. The first one is related to the acceptances of the missions and goals of the organization, second is related to the willingness of the employees to work with the organization and third is related to the motivation of the employee to work with the organization for longer period of time. According to LaMastro, (2008) the organizational commitment is related to the three different components and these three components are ; 1) identification of the objectives and goals of organization, 2) involvement which is related to the absorption of the employee in the work and activities of organization and 3) loyalty which is related to the feelings of the employee to work with the organization.

The organization commitment was categorized in different ways in literature. During the studies that were examined, effectiveness and development of an organization is added in the commitment scale. It was used in many studies. As per research it can be declared that affective, continuance as well as normative components of the behaviour can be separated. Affective commitment leads towards the better employee performance and it also increases the level of better performance from the employee side and the continuance commitment and normative commitment come in later. Among all these three types of commitment the affective commitment is at the top followed by normative commitment and then continuance commitment. (Meyer and Allen, 1997).

Organizational commitment is an important organizational subject because high level of commitment leads to several favourable organizational outcomes. Organizational commitment positively related to job satisfaction job performance and motivation of employees (Kim, Leong, & Lee, 2005). The concept of commitment has gain very much of attention in recent times because of its influence and impact on the turnover rate and absenteeism. This topic is defined by (Kusluvan & Kusluvan, 2000) as psychological bridge and emotional attachment between employee and organization, which in result decreases the chances that employee will leave the organization by his own. The managers and organizations are taking keen interest in organizational commitment because due to research and further research, result shows that commitment is directly proportional with performance and as commitment increases the performance increase and turnover decreases Many researchers have worked on organizational commitment. It is that factor due to which the employee is emotionally attached to organization (decreases the chances turnover). Improvement in organizational commitment has improved employee behaviour as well as it also increases the satisfaction level of employee (Kusluvan & Kusluvan, 2000; LaMastro, 2008) Commitment is being an important aspect of organization. One can

have the feeling of attachment, his job security, greater career opportunities, and increase in rewards and compensation due to high level of commitment and on other side for organization commitment can result in less turnover, increase in job satisfaction, and achievement of goals. Organizational Commitment is psychological binding of individual with an organization. The higher the commitment the more will be individual keen to remain in organization. Moreover, high committed individuals seems to do less absences and turnover. According to (Rhoades, Eisenberger & Armeli 2001) emotional engagement with an organization has been considered as one of the most important element of dedication and they seems more loyal

Basically there are 3 components of organizational commitment (1) identification; having faith and believe in organization goals (2) effort; a desire and will to put extra effort more than normally expected to achieve the organization goals (3)loyalty; attachment and desire to be in the organization If we go into the historical literature, many factors are mentioned which are believed to affect the employee's commitment. Researchers argue that monetary incentives are one of the many factors which has an impact on employee commitment. The other factors are high opportunities, well defined and clear responsibilities, opinion in organization goals and policy making. Schwepker (2001) suggested that organizational commitment has important and big influence on employee, organization and society. And due to its impact and big role in influencing the attitude and employee's behaviour, its importance has increased

(Riggle, Edmondson, & Hansen, 2009) has further define the organizational commitment as positively linked with the employee motivation and negatively linked with absenteeism. When there is positive commitment then there will be more loyalty and good job performance and if commitment is negative then it can result in turnover and absenteeism. They says that affective commitment is more associated with the emotional and psychological bonding. Employee and organization will form an emotional bond when he feels that his organization really cares for him and the organization gives him the respect which he deserves and his needs too are well met by organization. This emotional bond or attachment will consist a sense of belonging and a type of loyalty and pride. They further say that affective commitment results in influencing on employee decision to stay in the organization(Bytyqi, 2020).

Chen, (2007) further added to this topic and argues that employee with affective commitment works harder and do extra efforts, puts faith on the organization goals and stay connected with the organization. Affective commitment is between the employee and organization. It can't be enforced but this is inner feeling where employee wants to continue his association with the organization. It is a kind of satisfaction and having faith on the organization (Musenze, Mayende, Wampande, Kasango, & Emojong, 2021).

Organizational Support Theory

Perceived organization support is the perception of employee that organization cares of him and values his contributions. According to this concept, for making good relations between employer and employee, the goals between both should be aligned. Organization should make such policies and convert them into practices that are beneficial for both organization itself and employee. Eisenberger et al. (1986). such relationships built when employee himself is willing to do more for Organization, exceeds from the targets given to him, is competitive enough to work In crucial situations, comes up with innovative ideas and is not only focused on gaining

monetary benefits. Similarly when organization values the hard work and Struggles made by employee, motivate him, give him intrinsic, extrinsic benefits and discretion to make amendments in the tasks, delegation of authority, providing with the information needed and required resources, lack of biasness and discrimination could help it to make strong ties with the employee.

Perceived Organisational Support and Organisational Commitment

There are different studies which are examining the perceived organization support and organizational commitment. In all these conducted studies the perceived organizational support is the crucial factor which reveals the organizational commitment (Ahmad, Nawaz, Ishaq, Khan, & Ashraf, 2023). Moreover, there are many other studies which are exploring the relationship between dimensions of organization support such as affective, continuous and normative and perceived organization (Akgunduz, Alkan, & Gök, 2018).

The perceived organizational support has the direct impact on affective commitment of employee in the organization (Labrague & De los Santos, 2020). As per the research results, the employees of the company who are supported feel valued and also get attached to the organization and become more committed towards work. The social identity is the theory which is used to reveal the relationship among organizational support and employee commitment. As per social identity theory when the employees of the company feel appreciated and valued then they become loyal with the organization and work with higher level of motivation and with commitment (Alkhateri, Abuelhassan, Khalifa, Nusari, & Ameen, 2018; Darolia, Kumari, & Darolia, 2010).

If the organization support the employees of the company and value them and praise them then this develop positive bond of the employees with the organization and also leads towards the effective commitment. According to (Kim, Leong, & Lee, 2005), when the workers of any organization feel the given support by the organization then they try their best to develop as well as maintain the membership with the organization. So, in the eye of the social identity theory, the first hypothesis which is formulated is as follows:

H1. Employee Affective commitment is developed positively by the perceived organizational support

There is a positive relationship with the perceived organizational support and normative commitment. (LaMastro, 2008). If the employees of company think that the organization is supportive then they feel more responsible for their work. Perceived organization support is the way to develop the sense of responsibility within the organization and it is a way to repay the organization. Normative organization is the basically related to all the rules of the organization and it develop the reciprocal sense of responsibility and their employees.

The other theory is the social exchange theory which explains that if the person receives any benefit from any source than it comes the strong obligation on the person to repay these benefits in some way. The employees who feel support from the organization and feel they are valued due to their work and also help the employees to grow and develop with time mostly feel themselves more committed towards their work. So, in the eye of the research the second hypothesis is as follows;

H2. Employee Normative Commitment is affected positively and developed by the Perceived Organizational Support.

Continuance commitment is quite different from the other two types of commitments such as affective commitment and normative commitment. Continuance commitment is referred as the awareness of the employees and organization related to the cost of leaving the organization. The employees who are related to the organization mostly linked to the organization with respect to Continuance commitment. As per research there is insignificant or negative relationship between organizational support and Continuance commitment (Osman, Othman, Rana, Solaiman, & Lal, 2015).

There are also many researchers who has revealed that there is a positive relationship among the perceived organizational support and continuance commitment. Perceived organizational support reduce the feelings of continuance commitment as the employees of the company are forced by the companies to stay for longer period of time because the cost of leaving organization is high (Colakoglu, Culha, & Atay, 2010). Based on the study (Aube, Rousseau, & Morin, 2007) has represented that the higher level of perceived organizational support help to develop a balance among the benefits received by the organization as well as contributions which is done by the employees of the organization (Ullah, Elahi, Abid, & Butt, 2020). Moreover, it is also considered that the perceived organizational support also impacts the wish of the employee to work with the organization for the longer or shorter time period. It may be need based work, obligation or normative or continuance based commitment. So, empirical research is also help to develop the following hypothesis:

H3. Employee continuance commitment is impacted positively by perceived organizational support

METHODOLOGY

Scope of the study

This study gathered and analysed data from banking sector in Peshawar. It only investigated the effect of Perceived Organizational Support on Employee commitment.

Purpose of the Study

To find out the relationship between Perceived Organizational Support and Employee Commitment in the banking sector of Peshawar.

Significance

The study has implications for the manager's and organizations. This study provides helpful knowledge for companies who wants to enhance the commitment level of employees. As also shown by the results, increase in Perceived Organizational Support will positively affect the employee commitment. Managers and organizations can take guidance from the study to better under the concept and apply them.

Population

For this research population was banks working in Peshawar region and employees working above the officer level were targeted.

Sample Size

120 employees from different banks in Peshawar were selected randomly as a sample size for this study and questionnaires were distributed among them 100 questionnaires returned and our response was recorded as 83.33%

Data Collection

- **Secondary data** for this study was collected from research articles and websites which help in developing the literature review, identifying the variables for the study.
- **Primary data** was collected through questionnaire distributed among the sample and to find out the relationship between variables.

Sampling Technique

Convenient Sampling technique was used for collecting the data.

Research Framework

By giving special consideration to literature review the hypothetical framework represented below

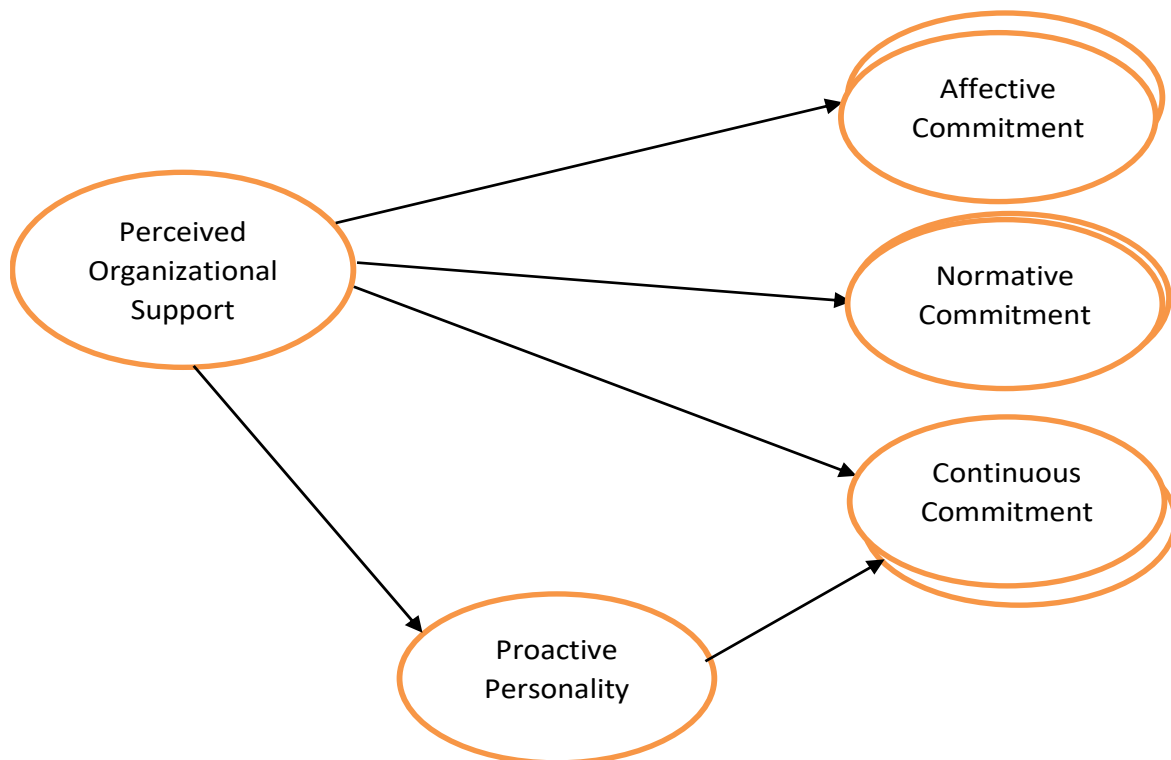


Figure 1.
Research Framework
Instrumentation

Five-point instrument was used in the research work. Questionnaires were used to collect data related to "Perceived Organizational support", "Affective Commitment", "Normative commitment" and "Continuance Commitment". The instrument was adopted from research study of (Colakoglu et. al, 2010). Variables were measured using typical five-level Likert scale (Containing scale from 1-5, "Strongly Disagree, Disagree, Undecided, Agree and Strongly Agree

Analysis

Table 1.
Demographics

Gender		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	28	28.0	28.0	28.0
	Male	72	72.0	72.0	100.0
	Total	100	100.0	100.0	

In the total sample size, 72 (82%) respondents in our study were males while 28 (28%) respondents were females. Similarly, the findings of our research study also indicated that the respondents were aged from 22-34 years.

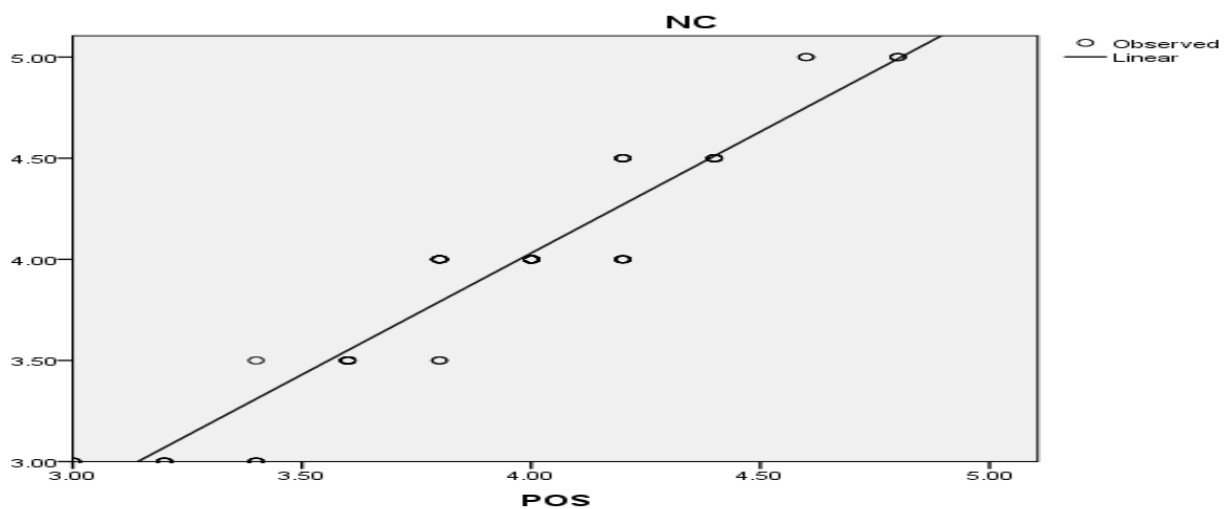
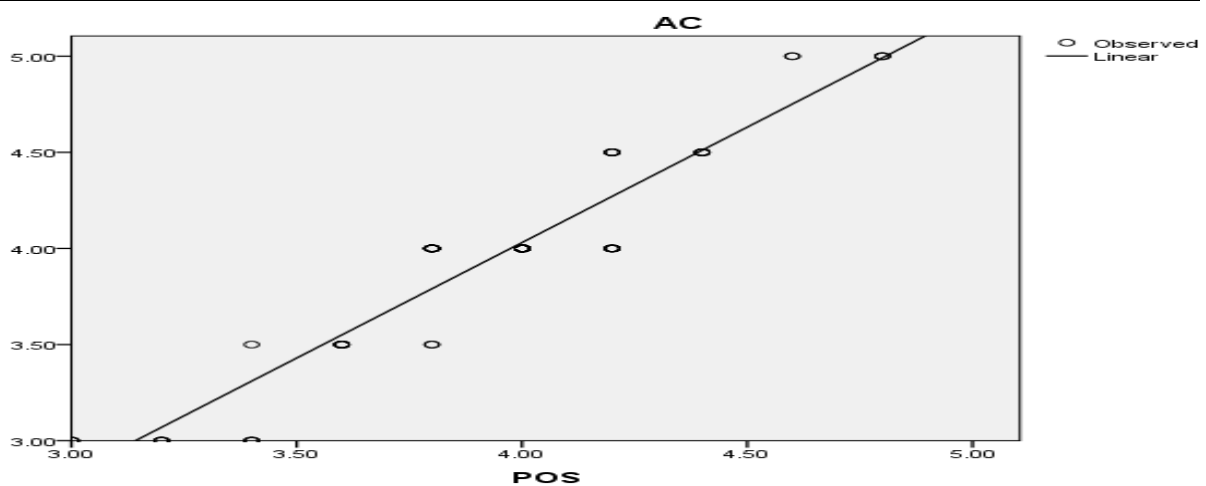
Table 2.
Curve Analysis

Model Summary and Parameter Estimates

Dependent Variable: AC

Equation	Model Summary					Parameter Estimates	
	R Square	F	df1	df2	Sig.	Constant	b1
Linear	.895	836.700	1	98	.000	-.774	1.201

The independent variable is POS.



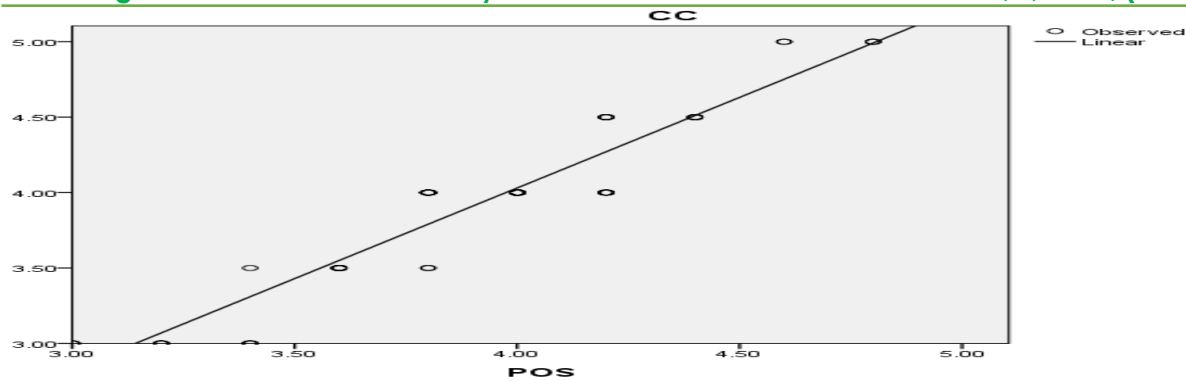


Figure 2.
Regression Mediation Analysis
Table 3.
Testing Hypothesis 1.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.299 ^a	.089	.087	.528

a. Predictors: (Constant), POS

Table 4.

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.865	1	10.865	38.998	.000 ^a
	Residual	110.885	398	.279		
	Total	121.750	399			

a. Predictors: (Constant), POS

b. Dependent Variable: AC

Table 5.

Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.780	.185		15.003	.000
	POS	.294	.047	.299	6.245	.000

a. Dependent Variable: AC

The table reveal the overall model summary and the ANOVA results for the model estimated using equation. The coefficient for POS is recorded at .299 respectively which means that for every unit increase in the POS .299 unit increase in the Affective Commitment can be witnessed which also mean that employee intention of leaving the organization will be decreased. So, we accept the H1 that POS has a significant impact on Affective commitment

Table 6.
Testing Hypothesis 2

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.414 ^a	.171	.142	.758

a. Predictors: (Constant), POS

**Table 7.
ANOVA**

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.071	1	.071	5.920	.001 ^a
	Residual	1803.679	398	4.532		
	Total	1803.750	399			

a. Predictors: (Constant), POS

b. Dependent Variable: NC

Table 8.

Coefficients ^a						
Model	Unstandardized Coefficients			Standardized Coefficients		
	B	Std. Error		Beta	t	Sig.
1	(Constant)	4.118	.747		5.511	.000
	POS	.024	.190	.006	0.126	.001

a. Dependent Variable: NC

The table reveal the overall model summary and the ANOVA results for the model estimated using equation. The coefficient for POS is recorded at .006 respectively which means that when POS is increased, it positively effects the Normative Commitment and Hypothesis is accepted after this analysis

**Table 9.
Testing Hypothesis 3.**

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.518 ^a	.269	.267	.471	

a. Predictors: (Constant), POS

Table 10.

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	32.406	1	32.406	146.248	.000 ^a
	Residual	88.191	398	.222		
	Total	120.597	399			

a. Predictors: (Constant), POS

b. Dependent Variable: CC

Table 11.

Coefficients ^a						
Model	Unstandardized Coefficients			Standardized Coefficients		
	B	Std. Error		Beta	t	Sig.
1	(Const)	1.945	.165		11.769	.000
	POS	.507	.042	.518	12.092	.000

a. Dependent Variable: CC

The above tables reveal the overall model summary and the ANOVA results for the model estimated using equation. The coefficient for POS is recorded at .518 respectively which means that for every unit increase in the POS .507 unit increase in

the Continuance Commitment can be witnessed which also mean that employee intention of leaving the organization will be decreased. It can be explained in such a way that when there is POS, and employee is having a high level of continuance commitment, they will be staying with an organization because they feel that they must stay. For example, they may be feeling quitting their job might lead them to an unacceptable time of unemployment. They might feel that they will lose a status if they leave a well-respected organization. T & Sig are the t-statistics & its associated 2-tailed p-values was used in testing whether a given coefficient is significantly different from zero. Using an alpha of 0.05. Similarly, our analysis our shows that the p-value of all the models are 0.000, 0.001 and 0.000 which are not greater than .05. So, we can conclude the overall our analysis shows a positive relationship and POS has a positive impact on the Affective commitment, Normative Commitment, and Continuance commitment of employees.

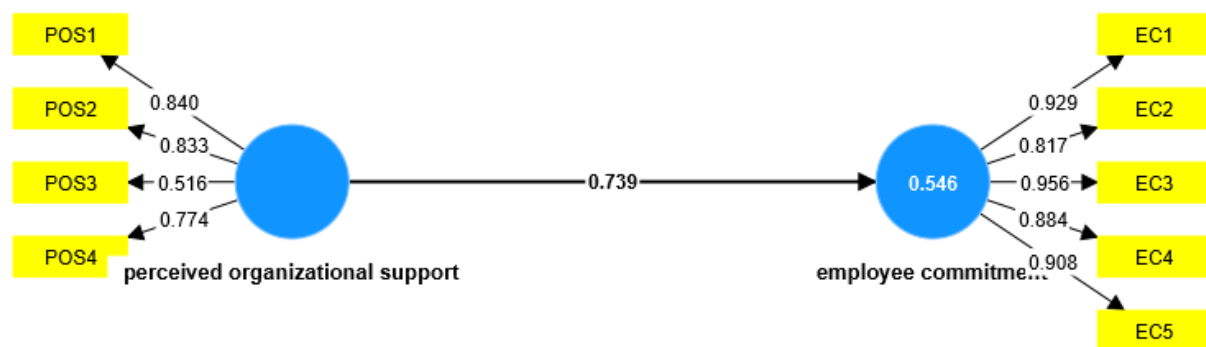


Figure 3.
Measurement Model

As it was a quantitative analysis, so we can exact figures in number to get a conclusion about relationship between variables. These findings are of very importance because it's now proven evidence through this study that how perceived organizational support is important if an organization wants to increase the affective commitment of the employees. The R-sq. in all 3 models is also positive and the positive value of R-squared shows reveals that the models are fit.

Table 12.
Hypothesis Testing:

Hypothesis	Path-Assessment	Original sample (O)	Sample mean (M)	Standard deviation	T Values	P values
H1	POS -> EC	0.729	0.732	0.022	33.318	0.000

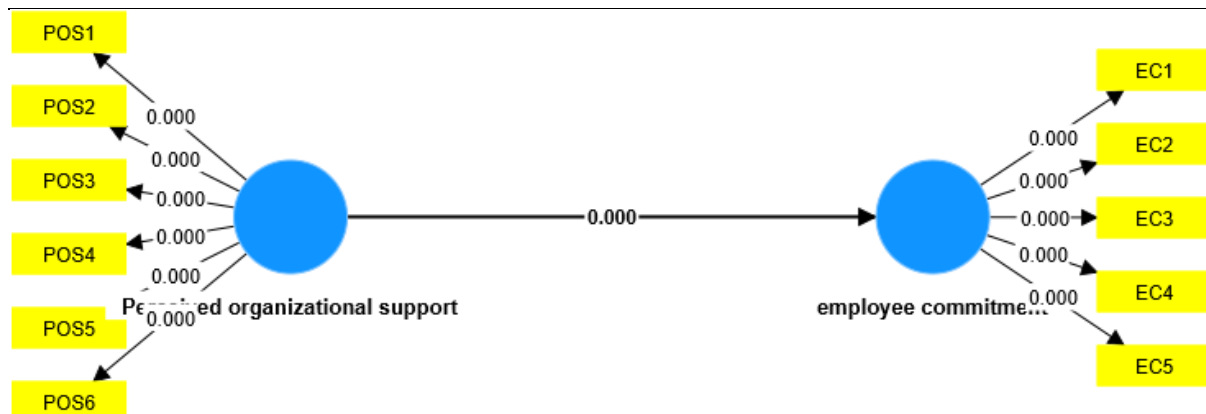


Figure 4.

According to hypotheses 2 and 3, when POC is high compared to when POC is low, the conditional indirect effects of POS on (H2) in-role and (H3) extra-role performance via AC are stronger. We looked at the impact of AC on in-role and extra-role performance based on the findings of considerable interacting effects of POS and POC on AC. According to Table 2, in-role performance was not predicted by AC ($= 0.00$, ns). As a result, Hypothesis 2 was not verified. However, extra-role performance was substantially correlated with AC ($= 0.09$, $p .05$). The conditional indirect effect of POS on extra-role performance was therefore only evaluated.

Table 13.
Mediation Analysis

Hypothesis	Path-Assessment	Original sample (O)	Sample mean (M)	Standard deviation	T Values	P values
H2	POS -> PP -> EC	0.349	0.348	0.029	12.203	0.000

*POS=Perceived Organizational Support, *PP= Proactive Personality, *EC=Employee Commitment

Mediation analysis of proactive personality significantly mediates between perceived organizational support and employee commitment with ($\beta=0.348$, $t=12.203$).

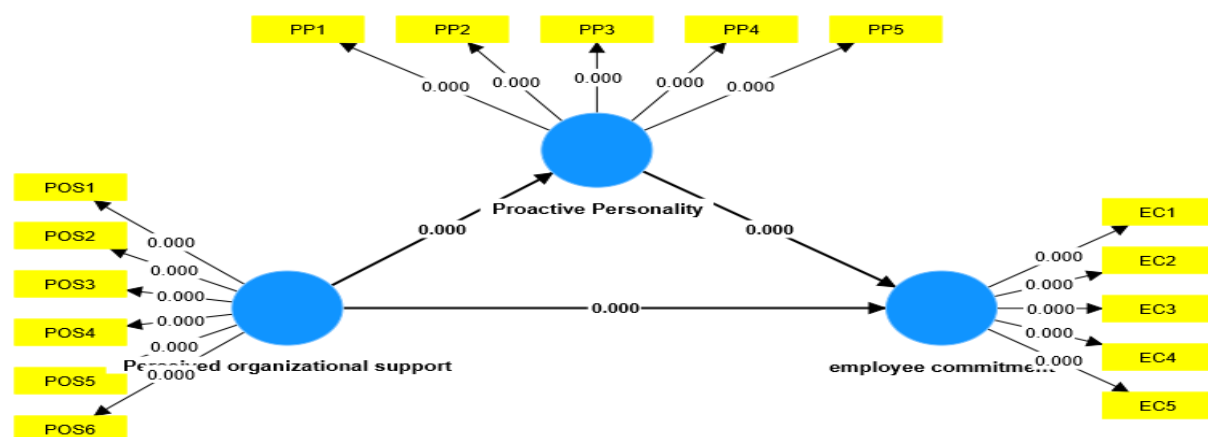


Figure 5.

DISCUSSION

This study can be used by not only banking sector but other organizations as well if they want to increase the satisfaction and commitment level of their employees. This study shows that if organization care about their employees, and if they support them then employee's gets a sense of belongings and their productivity is increased positively. As it was a quantitative analysis so we got exact figures in number to get a conclusion about relationship between variables. These findings are of very importance because it's now a proven evidence through this study that perceived organizational support important for an organization and enhance the affective commitment of an employees. The results of the current show that there is a significant relationship between Perceived Organizational Support and employee commitment (Abid et al., 2021). The results of the hypothesis testing show that organisational commitment is greatly influenced by perceived organisational support. The findings of this study are consistent with those of studies by (Eisenberger, Stinglhamber, Vandenberghe, Sucharski, & Rhoades, 2002) and (Macey & Schneider, 2008), which contend that employees' perceptions of organisational support can increase their

loyalty to the company and their willingness to carry out their duties and never leave the company. The degree to which employees feel their organisations value their contributions and care about their well-being is known as perceived organisational support (Kurtessis et al., 2017). Workers who have high levels of perceived organisational support believe that their employer is willing to help them when they need assistance with their jobs or their daily lives. Employees who personally feel valued, cared for, and recognised work harder to cooperate, perform better, and treat one another with respect. Employee performance may improve as a result of this circumstance. We can draw the conclusion that employee performance is influenced by perceived organisational support (Maan, Abid, Butt, Ashfaq, & Ahmed, 2020).

CONCLUSIONS

Drawing on the self-determination theory, the main objective of the research were to examine the relationship between perceived organizational support and organizational commitment. Perceived organizational support strongly linked to emotional engagement and it is also align with the current research (Ahmad et al., 2023). The study demonstrated that when an employee perceived a good value support and care from the organization, automatically an emotional attachment and sense of belonging developed with the organization. So, a good environment empowers the employee support the employee decrease the employee turnover and increase employee performance (Wang, Zhang, Thomas, Yu, & Spitzmueller, 2017).

The findings brighten the next related studies and provide important information to the HR department of the bank. In addition, the results of this study will also provide information for researchers about how the perceived organizational support effects the overall commitment of employees. In order to have high employee commitment, organization must support the employee and full-fill their required needs (Spitzmuller, Sin, Howe, & Fatimah, 2015). Similarly, work environment must be safe as well and facilitate every individual doing a good job. The theoretical underpinnings of the relationships between these associations—organizational support theory and social exchange theory—are supported by the empirical results. The study looks at how psychological empowerment influences the connection between job satisfaction and POS. Furthermore, the study contributes to the proactive personality theory by highlighting its indirect effect mechanisms that impact the correlation between psychological empowerment and POS. This study brought to light the significance of the idea that organizations should priorities their workers' well-being in addition to their empowerment. They are more content with their jobs the more they are able to channel the energies of their staff.

FUTURE DIRECTIONS

Due to time constraint and limited resources, researcher only focused on banking sector in Peshawar area but in order to get a more in-depth analysis, it is recommended that future researches can expand the sampling to national level and they can also include other organizations as well. Future studies may expand on our findings to consider how POC may moderate the link between POS and continuation and normative commitment. Social exchange theory states that POS should also result in an experienced indebtedness to the organisation as represented in normative commitment, even if POS is more strongly tied to Affective commitment than the other two types of commitment (Eisenberger, Rhoades Shanock, & Wen, 2020).

Employees with high POC should exhibit an enhanced association between POS and normative commitment because competent organisations can make various parts of the job more pleasant. Furthermore, POC may strengthen the connection between POS and the perceived high sacrifice component of continuous commitment by following up POS with significant incentives for employees (Sun, 2019). Future studies can focused on the moderating role of proactive personality with the role of organizational innovation.

PRACTICAL IMPLICATIONS

The implication of these findings concludes that perceived organizational support has significant and important factors for any organization. It suggested that management might be focused on their human capital and policymakers often face the challenge of dealing with skills shortage and brain drain. Managers might focused on the behavioural outcomes, such as feedback-seeking, job crafting, voice behaviour, and leadership performance. In an environment characterized by high levels of POS, the desire to avoid harming the organizations can served as an important internal motivation for blocking deviant behaviour. Prior research suggests POS is enhanced by fair treatment, supervisor support, and favourable rewards and job conditions

LIMITATIONS

This study only focused on banking sector in Peshawar and this sector was selected due to time limitation, shortage of time and budget. Similarly, only Peshawar was selected as targeted city and other cities were not included because it was difficult to go there and gather data

REFERENCES

- Abid, G., Shaikh, S., Asif, M. F., Elah, N. S., Anwar, A., & Butt, G. T. H. (2021). Influence of perceived organizational support on job satisfaction: Role of proactive personality and thriving. *Int. J. Entrep*, 25, 1-11.
- Ahmad, R., Nawaz, M. R., Ishaq, M. I., Khan, M. M., & Ashraf, H. A. (2023). Social exchange theory: Systematic review and future directions. *Frontiers in Psychology*, 13, 1015921.
- Akgunduz, Y., Alkan, C., & Gök, Ö. A. (2018). Perceived organizational support, employee creativity and proactive personality: The mediating effect of meaning of work. *Journal of Hospitality and Tourism Management*, 34, 105-114.
- Alkhateri, A. S., Abuelhassan, A. E., Khalifa, G., Nusari, M., & Ameen, A. (2018). The Impact of perceived supervisor support on employees turnover intention: The Mediating role of job satisfaction and affective organizational commitment. *International Business Management*, 12(7), 477-492.
- Aube, C., Rousseau, V., & Morin, E. M. (2007). Perceived organizational support and organizational commitment: The moderating effect of locus of control and work autonomy. *Journal of Managerial Psychology*, 22(5), 479-495.
- Bytyqi, Q. (2020). The impact of motivation on organizational commitment: An empirical study with Kosovar employees. *Prizren Social Science Journal*, 4(3), 24-32.
- Colakoglu, U., Culha, O., & Atay, H. (2010). The effects of perceived organisational support on employees' affective outcomes: Evidence from the hotel industry. *Tourism and Hospitality Management*, 16(2), 125-150.
- Darolia, C., Kumari, P., & Darolia, S. (2010). Perceived organizational support, work motivation, and organizational commitment as determinants of job performance. *Journal of the Indian Academy of Applied Psychology*.
- Eisenberger, R., Rhoades Shanock, L., & Wen, X. (2020). Perceived organizational support: Why caring about employees counts. *Annual Review of Organizational Psychology and Organizational Behavior*, 7(1), 101-124.

- Eisenberger, R., Stinglhamber, F., Vandenberghe, C., Sucharski, I. L., & Rhoades, L. (2002). Perceived supervisor support: contributions to perceived organizational support and employee retention. *Journal of Applied Psychology*, 87(3), 565.
- Ibrahim, Y., Sobaih, A. E., & Gabry, G. (2017). The Impact of Human Resource Management Practices on Perceived Organizational Support and Organizational Commitment: A Study of Deluxe Hotels in Hurghada, Egypt. *International Academic Journal Faculty of Tourism and Hotel Management*, 3(3), 114-136.
- Kanten, P., & Ulker, F. E. (2012). A relational approach among perceived organizational support, proactive personality and voice behaviour. *Procedia-Social and Behavioral Sciences*, 62, 1016-1022.
- Kim, W. G., Leong, J. K., & Lee, Y.-K. (2005). Effect of service orientation on job satisfaction, organizational commitment, and intention of leaving in a casual dining chain restaurant. *International Journal of Hospitality Management*, 24(2), 171-193.
- Kurtessis, J. N., Eisenberger, R., Ford, M. T., Buffardi, L. C., Stewart, K. A., & Adis, C. S. (2017). Perceived organizational support: A meta-analytic evaluation of organizational support theory. *Journal of Management*, 43(6), 1854-1884.
- Labrague, L. J., & De los Santos, J. A. A. (2020). COVID-19 anxiety among front-line nurses: Predictive role of organisational support, personal resilience and social support. *Journal of Nursing Management*, 28(7), 1653-1661.
- Maan, A. T., Abid, G., Butt, T. H., Ashfaq, F., & Ahmed, S. (2020). Perceived organizational support and job satisfaction: a moderated mediation model of proactive personality and psychological empowerment. *Future Business Journal*, 6, 1-12.
- Macey, W. H., & Schneider, B. (2008). The meaning of employee engagement. *Industrial and Organizational Psychology*, 1(1), 3-30.
- Musenze, I. A., Mayende, T. S., Wampande, A. J., Kasango, J., & Emojong, O. R. (2021). Mechanism between perceived organizational support and work engagement: explanatory role of self-efficacy. *Journal of Economic and Administrative Sciences*, 37(4), 471-495.
- Osman, A., Othman, Y. H., Rana, S. S., Solaiman, M., & Lal, B. (2015). The influence of job satisfaction, job motivation & perceived organizational support towards organizational citizenship behavior (OCB): a perspective of American-based organization in Kulim, Malaysia. *Asian Social Science*, 11(21), 174-182.
- Spitzmuller, M., Sin, H.-P., Howe, M., & Fatimah, S. (2015). Investigating the uniqueness and usefulness of proactive personality in organizational research: A meta-analytic review. *Human Performance*, 28(4), 351-379.
- Sun, L. (2019). Perceived organizational support: A literature review. *International Journal of Human Resource Studies*, 9(3), 155-175.
- Ullah, I., Elahi, N. S., Abid, G., & Butt, M. U. (2020). The impact of perceived organizational support and proactive personality on affective commitment: Mediating role of prosocial motivation. *Business, Management and Economics Engineering*, 18(2), 183-205.
- Wang, Z., Zhang, J., Thomas, C. L., Yu, J., & Spitzmueller, C. (2017). Explaining benefits of employee proactive personality: The role of engagement, team proactivity composition and perceived organizational support. *Journal of Vocational Behavior*, 101, 90-103.

