AN EMPIRICAL STUDY TO EVALUATE THE INFLUENCE OF ORGANIZATIONAL SUPPORT AND JOB COMMITMENT ON JOB PERFORMANCE: AN EVIDENCE FROM PAKISTAN

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ABSTRACT

In this research paper, the facts about the impact of organizational support and commitment on job performance are intended to be produced and presented. The study validates the study findings by collecting primary data from 120 respondents through questionnaire distribution using a convenient random sampling technique. This is a cross-sectional research study supported with the findings of empirical as well theoretical evidence. The data was collected using a closed-ended and self-explanatory questionnaire. According to the findings, the study found all hypotheses accepted that claim that job performance is dependent on organizational support and there is a positive relationship between the variables; job commitment has a direct and positive relationship to job performance; and both organizational support and commitment have a positive and influencing relationship with the job performance. Whereas we also identified that organizational support has a strong correlation with job performance; job commitment has also found to have a strong correlation with job performance at a highly significant level. This bivariate correlated study has significant support for organizations based in Pakistan and in similar cultures to produce and enhance job performance while increasing job commitment and organizational support of their employees. Theoretical as well as empirical evidence strongly supports the findings of this study and recommends organizational practitioners to consider both organizational commitment as well as organizational support while making any corporate-level decision related to enhancing job performance and productivity.

Keywords: Organizational Support; Job Commitment; Job Performance; HRM Practices; Leader-Member Exchange (LMX) Theory; Human Resource Management.

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INTRODUCTION

Organizations are built upon with the most precious assets called people (the employees and workers). These people are also included in its stakeholders, without people organizations are nothing to be discussed. With these stakeholders, organizations built or adopt the unique set of patterns and rules to be followed which are later defined as the cultural aspects of that particular organization (Hassan et al., 2021). Organizational support and Job performance are considered as directly proportional to each other and both factors have a strong perceived relationship. This study will also further elaborate and get the combined opinions of people regarding the relationship and how much it influences one other (Khana et al., 2021; Hassan et al., 2021).

Organizational support is a broader element that comprises various aspects of the relationship between managerial staff and subordinates. It is about how the managerial staff is providing value, respect, a positive orientation, momentum, and required positive support to their subordinates within the organization. This exercise will increase the employees' commitment and they will ultimately perform better (Rhoades & Eisenberger, 2002). The researchers and scholars also contribute that there is always a positive link between organizational support and incremental employees' contribution to the organization/entity, and both the factors go in parallel to each other (Kim et al., 2016).

The Individuals are muddled with the psychological steadying and helpful potency to the course of action related" is called organizational commitment. The sense of belonging and sympathy of individuals with any organization increases aspiration and track of organizations goals and activities and their enthusiasm to make the company stronger (Anis et al., 2011). This helps organizations move forward towards growth and profitability (Sanaullah, 2021).

Job performance is the key to the success and failure of the task (Hassan et al., 2021). It represents work efficiency and effectiveness which are also called the key elements of the management and its superiority level. An employee will perform better when that particular individual is characterized with familiar needs, wants, and demands for the required job. In short, if the individual is empowered with organizational support, he/she will perform the best job for the organization, and the process will increase both the efficiency and the effectiveness of the employee and for an organization as a whole as well (Javed, 2018).

Job performance is more related to the employees' self-motives, as it has been defined by many researchers that job performance is based on the employees will that how much he/she is going to

perform against assigned task/work. Though, it varies and can be affected or improved via different strategies like increasing the motivation or reward system of the employees, attracting them via trips, training, and developments, offering employees extra bonuses for best job performance, consistent encouragement by the supervisors or the providing best recognitions by the top management of a particular organization. This means to say that Job performance always becomes the leading variable to be much concern for all the organizations over the globe (Rotundo & Sackett, 2012).

The scope of this study is to explore two important organizational practices i.e., organizational support and organizational commitment and their influence on job performance in the services sector of Pakistan. whereas, this is significant to organizational developers, practitioners, policy developers, and managers in the services sector of Pakistan along with countries having similar organizational culture and values to understand the extent to which organizational commitment and organizational support has importance and influence over job performance (Hassan et al., 2021). According to the research scholars, job performance measures the overall organizational growth, reputation, as well as productivity (Anis et al., 2011; Khana et al., 2021; Kim et al., 2016). That makes this study more significant to evaluators as well to use while making any decision related to the job or organizational performance at workplace.

RESEARCH OBJECTIVES

- To analyze the impact of organizational support on job performance.
- To analyze the impact of job commitment on job performance.
- To review and analyze the link between organizational support and job commitment.
- To provide recommendations based on the findings of this study.

LITERATURE REVIEW

Organizational Support (OS) based on organizational support theory, refers to the extent to which employees deem that their organization values their contribution and cares about their well-being (Allen, Shore, & Griffeth, 2003, Khan & Ghufuran, 2018). OS can generate a felt obligation to care about the organization's welfare and to help the organization accomplish its goal (Rhoades & Eisenberger, 2002). The researchers and scholars believed that organizational effectiveness is one of the major concerns for this global village organization (Tepper, Duffy, & Shaw, 2001). Whereas all the business holders and C level management wanted to keep their organization on the top line of the track and to be considered as the most consistent and profitable entity. For achieving this

sort of status all these organizations use different tactics and strategies to create unique value in the mind of its stakeholder.

Every C-level manager knows that for becoming an effective organization there are people who could help to be a better one and they believed that their people are the most precious assets for their organizations but there are some who deny this fact and they believed that people are not as much influencing factor as they have been considered (Manzoor, 2012). Perceived organizational support and organizational support is a concept, a strong belief, that how, where, and why the top management, leaders, and the so-called C-level management give importance to the stakeholders, more specifically the employees of the organization, and how they are being treated. If they are perceived positive, they will surely give their best performances and if they are not being perceived positive the results will surely be affected in low morale and high absenteeism (Nawaz & Ansari, 2021).

Organizational Support & Job performance

Many scholars and researchers have expressed organizational support as the extra efficient support of organization's employees in case of their needs, some researchers also expressed that organizational support is a concept of delivering the best and expected services to the permanent employees of any organization (Eisenberger et al., 2016; Podsakoff et al., 2000). Further, the theory suggests that organizations will expect some positive results in terms of profits for the organization from their employees as they have been doing best at their side and in return, they wanted the results as they expected. This process is also referred to as reciprocal and it is just like give and take system. The behaviour further increases the self-motivation of the employees, their absenteeism will also decrease, and the turnover of the organizations also decreases, and organizations also save too much extra cost as well from this unique exercise (Nawaz & Ansari, 2021).

As organization will show interest and increase the positive recognition the more employees will increase their self-motive in the favor of better performance for the organization. It is perceived as a reciprocal process that has always positive results at the end (Mitchell et al., 2012). There are two different perspectives of perceived organizational support which are known as higher-level POS and lower level of POS. Leaders will produce the results according to the level of support they provide in the organization (Chinomona, 2012). If it is high the results will ultimately be better than the other perspective where the support is low which ultimately decreases the morale of the employees which leads to the failure against positive results (Salehzadeh, Asadi, Pool,

Ansari, & Haroni, 2014). The employees have been provided services, basic needs and fulfilling the responsibility by the organization to help and organizational support to make the relationship strong between employee level of quality and organization (Bart et al., 2012).

Though all the employees feel that management is taking care of their basic needs, well-being, and health (Eisenberger et al., 2016). Few researchers further believe that there has been a great extent link between social exchange theory and perceived organizational support has been produced. Perceived organizational support is the overall care of the employees in their all career within the organizations which value them to their superior quality (Eisenberger et al., 1986). The perceived organizational support further help employees to direct the psychological needs of the organization and employees, it may be basic needs or the results, the good caring of stakeholders will ultimately produce it (Eisenberger et al., 2001).

In addition, just full of feeling duty was adversely associated with self-detailed pressure and work-family struggle. Full of feeling authoritative duty has solid associations with such valuable work results since when representatives are affectively dedicated to their association, they recognize all the more emphatically with their association (Mau et al., 2018). All things considered, workers start to acknowledge their association's objectives and qualities as their own. To keep up their enrollment in the association, representatives turn out to be all the more eager to act as per those qualities and to work harder, with a specific end goal to accomplish those objectives (Chiang & Hsieh, 2012).

H1: Job performance is dependent on organizational support and has a positive relationship between the variables.

Organizational Commitment & Job Performance

In 2011, five (5) researchers from different universities of Pakistan and different research backgrounds, conducted combined research to identify the effect of employee's retention, job satisfaction keeping Organizational commitment as the mediating variable, and they identified that there is a significant relationship between the variables like: compensation plan, supervisory/quality leadership support, and organizational commitment. Furthermore, the study also suggested that there is a strong relationship of organizational commitment with employee's retention and employee job satisfaction. This also concludes that employees will love to remain in their organization and keep updating their skills and specialties because of the organizational commitment factor and organizational support benefits (Anis et al., 2011).

A complex number of variables, conditions, feelings, and behavioural tendencies are the factors that are regarded as factors affecting employee trust. Researchers suggest that when employees trust their organization, they are more satisfied with their work (Bart, Kippers, & Hans, 2012). Similarly, Singh and Jain (2013) noted that trust is important for employee's appointments which results in greater job satisfaction. Moreover, researchers suggest that organizational trust is related to productivity (Savery, 1987). More we explore the relationship between employee trust and job satisfaction we realize organizational trust and organizational commitment are also closely related (Al-Zoubi (2012); Saari & Judge, 2004).

Job performance is the key to the success and failure of the task. It represents work efficiency and effectiveness which are also called the key elements of the management and its superiority level. An employee will perform better when that particular individual is characterized with familiar needs, wants, and demands for the required job. In short, if the individual is empowered with organizational support, he/she will perform the best job for the organization, and the process will increase both the efficiency and the effectiveness of the employee and for an organization as a whole as well (Javed, 2018).

Job satisfaction is also known as a unique dispositional nature because we know that measurement of the personal appearances will eventually support the forecast of job satisfaction (Yang et al. 2021), it is just like emotions are liking with the daily routine on and off work alignment. Individual's behaviour varies according to our emotions and at the same point job, satisfaction will also react to the daily emotions and the one's control over them (Staw & Ross, 1985). This nature of job satisfaction has been also supported and discovered by researchers like (Ilies & Judge, 2008) defined the dispositional nature of job satisfaction saying that steadiness in job satisfaction will react back over time and the situation (Arvey, Bouchard, Segal, & Abraham, 2007).

H2: Job Commitment has a direct relationship to Job performance and has a positive relationship between the variables.

Leader-Member Exchange Theory

The model of this study has been supported by Leader-member exchange (LMX) theory (Valle et al., 2019). LMX theory suggests a reciprocal relationship between employee and employer at the workplace (Kang & Stewart (2007). Such that organizational support has theoretical evidence of having positive proportionate with job performance. Similarly, organizational commitment has

also a positive influence on job performance as well. This is similar to the findings of LMX theory and the behaviour of employee-employer at workplace.

CONCEPTUAL FRAMEWORK

Figure 1. Conceptual Model

METHODOLOGY

The general management practices are aimed to be the same in all the organizations depending on the level and capabilities of their workforce. Moreover, every organization has a unique set of culture and surrounding support which usually varies all over the globe according to the demographic and geographic strategies and positions. This study aims to measure the rate of organizational support and commitment against the Job performance in Pakistan based organization, as Pakistan has a unique set of patterns and cultures adopted by its organizations.

This study has been conducted in the corporate sector of Pakistan, more specifically the answers to the objective/close-ended questions were collected from the employees working at different corporate sectors of Sukkur and Hyderabad based organizations. The random sampling strategy was used for measuring the study. In this case, we have taken 120 random samples of the respondents and they have been included in this study for further measuring through applying different statistical tools and tests.

The Likert 5 point scale was used to measure the items, and for data analysis SPSS (Statistical Package for social sciences program) version 25 was used to measure different tests like Cronbach's alpha to measure the reliability between the items, regression, and the correlations matrix test to measure the significance and relationship between the variables of the study.

RESULTS AND DISCUSSION

The Cronbach's alpha test was applied using SPSS to measure the reliability between the items of the scale that were adopted to measure the current study.

Table 1. Reliability Statistics

Scale	Cronbach's Alpha	N of Items
Organization Support	.898	08
Job Commitment	.906	08
Job Performance	.890	07
Total	.902	23

Table 1 shows the results of the reliability test that suggest there is 90.2% reliability between the total 23 items of the scale that are used to collect the data from the respondents. It means that my scale is highly reliable and applicable for the correct measurement tool for the study. The sample population for this study belongs to different educational backgrounds, both male and female with different age groups.

Table 2. Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Age	120	1	3	2.41	.655
Gender	120	1	2	1.40	.492
Education	120	1	4	2.08	.747
Valid N (list wise)	120				

Above table 2 shows the total respondents of the study which are N=120. It says that average respondents in perspective of age are in the bracket of 25 to 30 years age, as the mean score of the age is 2.41, and 2 is indicated to the age group of 25 to 30 years. Whereas 3 is representing to the age group of 31 years and above. Similarly, the mean score for gender is 1.4, it shows the sample is made dominant because 1 represents male and 2 to the female respondents of the study.

Table 3. Respondents' Qualification

	Frequency	Percent	Valid Percent	Cumulative Percent
Bachelors	24	20.0	20.0	20.0
Masters	68	56.7	56.7	76.7
M.Phil.	23	19.2	19.2	95.8
Ph.D.	5	4.2	4.2	100.0
Total	120	100.0	100.0	

Education-wise the respondents are mostly well qualified and well educated. As, 80% of the respondents are 16 years or more qualified in their course specialties and their subjects to give

their appropriate opinion, whereas there are only 24 respondents who have bachelor's degree, means they are by education 14 years of their academic record.

Table 4. Correlational Analysis

	OS	JC	JP
Organization Support (OS)	1		
Job Commitment (JC)	.771**	1	
Job Performance (JP)	.561**	.609**	1

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

Correlation analysis suggests that organization support which is the independent variable has a 0.561 rate of relationship with the dependent variable, which is job performance, which is 56.1%. This means people of the corporate sector in Pakistan believe that job performance is highly dependent on the organization's support. Whereas job commitment has also a great influence on job performance which is 60.9%. Thus, as per the responses, we can claim that both hypotheses that we developed in this study are being accepted as the study has a significant and direct relationship between the variables.

Table 5. Regression Analysis

	F Test	Beta	T Test	Sig.
Adjusted R Square = .811				
Constant: Job Performance	38.414		4.956	.000
Organization Support		.36	7.934	.000
Job Commitment		.60	12.987	.000

The adjusted R square is 81.1%, which is a higher rate that supports the hypotheses, as it says that due to these two independent variables' change of 81.1% the dependent variable is job performance. It is like that within the organizations in Pakistan job performance is highly dependent on job commitment and organizational support. F test result is also within the acceptance region which is higher than 10 points. Here it is identified at 38.414. As we know in statistics there might be the chances of error, and it is considered as the 1% or the 5 %. In this case, the chances of error are 0% as the $\alpha = 0.000$ for organization support and it is 0.000 for the second independent variable which is job commitment. Thus, we can accept both hypotheses of the study which are:

H1: *Job performance is dependent on organizational support and has a positive relationship between the variables.*

H2: *Job commitment has a direct relationship to job performance and has a positive relationship between the variables.*

CONCLUSION

In this research paper, we worked to produce and present facts about the impact of organizational support and the commitment over job performance, and we have proved this through collecting the sample population data through questionnaire distribution. After that, we processed the data through different statistical tests and identified the actual relationship between the variable in compassing the significance of the study as well.

According to the literature, perceived organizational support and organizational support is a concept, a strong belief, that how, where, and why the top management, leaders, and the so-called C-level management give importance to the stakeholders, more specifically the employees of the organization, and how they are being treated (Hooper & Martin, 2008). If they are perceived positive, they will surely give their best performances and if they are not being perceived positive the results will surely be affected in low morale and high absenteeism (Nawaz & Ansari, 2021).

Similarly, Job performance is the key to the success and failure of the task. It represents the work efficiency and effectiveness which are also called the key elements of the management and its superiority level (Arvey et al., 2007). An employee will perform better when that particular individual is characterized with familiar needs, wants, and demands for the required job (Mudor, 2011).

According to the results, this study accepted all three hypotheses which are H1: Job performance is dependent on organizational support and has a positive relationship between the variables. H2: Job Commitment has a direct relationship to Job performance and has a positive relationship between the variables. We also identified that organizational support correlates to job performance at about 56.1% and the job commitment has a correlation with job performance which is 60.9%. A highly significant and bivariate correlated study has nice support for the organization based in Pakistan and alike cultures to produce and enhance job performance while increasing the job commitment and the organizational support of their employees.

STUDY LIMITATIONS

This study is based on the corporate sector of Pakistan which can be extended to other regions of the country and all around the world. With the minimum limit of the time and resources, we have limited this study based on the opinions of only 120 samples of the total population which can also be extended to around 300 or more to proceed towards more perfection.

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