

RELATIONSHIP BETWEEN PERCEIVED ORGANIZATION SUPPORT AND AFFECTIVE COMMITMENT OF HOSPITAL NURSES IN PAKISTAN: A MEDIATIONAL MODEL

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ABSTRACT: The purpose of the study was to examine the relationship of perceived organization support, affective commitment and organization based self esteem of public sector nurses in Pakistan. The research was conducted in twin cities Islamabad and Rawalpindi, Pakistan. The primary data was collected with the help of survey through personally administered questionnaires from 300 respondents in a non-contrived environment during January 2013, it was a cross sectional study. Both male and female respondents were included in the study. Results of this study revealed that perceived organizational support has a significant positive association with both affective commitment and organizational based self esteem. Meanwhile, organization based self esteem perform a mediation role between perceived organizational support and affective commitment.

KEYWORDS: perceived organizational support, organizational based self esteem, affective commitment.

1 INTRODUCTION

In early 1990's perceived organizational support was not focal point for researchers but from last few years the research on this topic has been flourished [1]. But some researchers have presented in mid 1980's the organizational support theory focus on perceived organization support as a felt obligation [2]. The perception that the organization worth one's contribution and is concerned about one's well-being manifest the needs for esteem, membership, emotional support and endorsement [3]. These emotional rewarding practices may lead workforce to recognize the organizations' welfare with their own and believe to be emotionally committed to the organization. The model of perceived organizational support refers to the extent to which its employees contribution are being valued by the organization [4] and concerned about the welfare depict the social exchange link between the company and the workers. Absenteeism and turnover [2] was negatively associated with perceived organizational support. In early 1950s organizational commitment was commenced in the field of organizational behavior and since now it is the most interesting topic for researchers [5]. Fredrick Herzberg two factor theory of motivation regarding commitment was noteworthy [6]. Previous work in this field found that managers' beliefs that the organization identify their involvement and could be dependent on to complete promises were optimistically connected with affective commitment [7]. Recently Cohen [8] revealed that organizational dependability increases affective commitment. This emotional involvement emerges from equality, support from senior employees' and social group moreover value individual worth and participation [9]. Individuals' recognition and participation in the organization emphasizes on affective [10]. Employees with the positive affective commitment prolong work in organization as they are willing to do so [11]. Pierce et. al [12] classified organizational based self-esteem as the extent to which employee believes he/she to be competent, considerable and valuable as a member of organization.

Purang [13] examined the relationship of perceived organizational support and organizational commitment through organizational based self-esteem from a social identity perspective. The focus of this study is to find out the relationship between perceived organizational support and affective commitment and the mediating role of organization based self-esteem on private sector nurses of Pakistan. The main focus of this research is that, less work has been done in this field. Researchers have mostly worked on organizational commitment whereas this study focuses on one component of

commitment that is affective commitment. Lee and Peccei [14] stated that there is a significant and positive relationship between organizations based self-esteem and commitment and they also argued employees are more committed when their self esteem is at higher level than those who have low level of self esteem. Lynch, Eisenberger and Armeli [15] stated that positive mood can mediate the relationship between perceived organizational support and affective commitment. Judge and colleagues [16-17] have mentioned in recent years that self-esteem mediates the relationship of employee motivation and satisfaction and suggested to research more by taking commitment as a dependent variable instead of job satisfaction.

Perceived organizational support is significant for organization in terms of achievement and commitment of employees [18]. The recent research [19] recommend to conduct research in the area of perceived organizational support and affective commitment relationship, which is limited until now and also recommend future studies to examine other tools through which perceived organizational support influence affective commitment such as felt responsibility. However, present literature showed that organizational based self-esteem mediates the relationship between perceived organizational support and organizational commitment [20]. Social exchange theory support organization based self esteem in a way that employees are satisfied with their jobs [21]. Stinglhamber and Vandenberghe [22] revealed affective commitment of employees is strongly influenced by perceived organizational through three methods. First, perceived organizational support constructs sense of accountability of employees' to realize organization goals and objectives and oblige stronger commitment and involvement. Secondly, perceived organizational support influences affective commitment of employees' by satisfying their shared emotional needs as a result employee feels a part of organization. Thirdly, perceived organizational support encourages the constructive emotional awareness for employees to acknowledge their abilities with the help of co-workers' support. However, this positive emotional understanding is directly linked to organization and therefore boosts organizational commitment of employees'. Rhoades and Eisenberger [23] found after reviewing more than 70 articles that perceived organizational support had strong association to affective commitment, job satisfaction, retention of employees, pleasant atmosphere at work and turnover intentions. On the other hand perceived organizational support had average relationship with stress, attachment with the job and absenteeism, and had little relationship with other types of performance, turnover and continuance commitment. Korman stated that workforce with high level of self-esteem have positive attitudes towards their organization and perform more efficiently as compare to workforce having low level of self-esteem. Dulac and Shapiro [24] found, perceived organizational support as a strong mediator which results positive feeling towards workplace in terms of affective commitment and when leader's support is high the intention to leave decline. Similarly, [25] examined the role of perceived organizational support which produce positive attitude towards organizational commitment during her studies on university teachers.

2 LITERATURE REVIEW

2.1 PERCEIVED ORGANIZATIONAL SUPPORT

Perceived organizational support is the employee perception that to what extent organization values them and is concerned about them [26]. When individuals' perceive that organization is valuing their contribution and viewing concern about their interests, the individual will oblige to be committed and this commitment will be defined through work efforts [27]. When employee gets familiar with organization interests, appreciation and esteem this will result in positive outcomes [28]. Previous research shows that there is a positive and strong affiliation between perceived organizational support and organizational commitment [29]. Perceived organizational support shows employees' emotional response or feedback towards their job, as well as positive mood and job satisfaction. Pos influence employee participation and their behavior towards their role [30]. Satisfaction, organizational commitment and organization support have strong relationship with motivation and performance [31].

According to Organization Support Theory, positive relationship exists among employees and the organization, when people of the organization perceive support from supervisors. Perceived organization support generate the sense of obligation through which organization's objective is achieved, it increase affective commitment and hence performance is enhanced. Organizational support theory state that through organizational roles and rewards, support from supervisors and perception of fairness pos can be increased [31]. Perceived organization support is based on give and take relationship, employers' show concern about employees' commitment and employees' expect to be recognized as a part of organization. Organization can show their concern by valuing employees and by awarding incentives and medical benefits [32]. Research on Perceived Organization Support (POS) is based on the reciprocity norm of managers showing concern for employee's commitment to the organization and employees focus on the organization's commitment to them. Employees expect to derive socio emotional resources, such as esteem and concerned and tangible benefits, such as wages and medical benefits from the organization.

The conception of perceived organization support emerges from the social exchange theory and the organizational support theory. According to Lew [33] perceived organizational support is the norm of reciprocity and the commitment of organization to its employees. Some researchers argue that perceived organizational support is based on organization support theory and organization can enhance employee performance by valuing their contribution and focusing on the wellbeing.

According to Eisenberger [2] perceived organizational support is based on favorable behavior of the organization with employees. Perceived supervisor support is another antecedent which state that employees' perceive that their supervisors value their contribution and are concerned about them. High flexible procedures by organizations have better effect on employees' perceived commitment which create strong psychological bond [34]. Employees perceiving high support have strong association and are more committed to the organization [35]. Rooted in set, organization support theory believe that employee and organization affiliation can be reinforced by encouraging trade outcomes between employees and their organization [3]. In view of organizational support theory, perceived organization support directs to perceive felt obligation which helps organization to fulfill its objectives by contributing in extra-role activities like helping other employees [36].

H1: Perceived Organizational Support is significantly and positively related to Affective Commitment.

2.2 AFFECTIVE COMMITMENT

The root of commitment identifies the individuals' emotional attachment, devotion and sense of responsibility [37]. Organizational commitment is viewed as the values and goals of the organization, willingness to act on behalf and wish to remain part of the organization [38]. Ahmad and Gelaidan [38] gave the conception that organizational commitment can be categorized into behavior and attitude, therefore commitment is viewed as more dynamic and constructive attitude towards the organization. Allen and Meyer [39] categorized organizational commitment into three components: affective, normative and continuance commitment which leads to desire, need and requirements to stay in the organization. According to the researchers organization commitment is the bond and reliability of an individual to engage with an organization. It is found that affective commitment is more valuable than job satisfaction because it influence the service quality of workforce. Due to skillful employees the decision making power reduces, and service quality of employees is affected by lack of affective commitment [40].

Another study examined that affective commitment have direct impact on citizenship behaviors. The affection and contribution of a person towards the organization and the belief to be the part of organization leads to positive emotions [41]. Employees with high level of affective commitment have faith in organizational goals and desire to sustain their attachment with the organization. When employees are skilled in performing their tasks and are satisfied with their job thus the sense of affective commitment is developed [42]. When an employee is recognized by its organizational values in a corporate culture then he/she is found to be more committed towards an organization which results in high level of job satisfaction. On the other hand, employees with low commitment are less satisfied with the job [43]. To attain affective commitment employer must value employee contribution in the organization, when employee perceive that they are being valued then there will less turnover intention [44]. Affective factor is a result of employees' willingness to stay with the organization. Employees having strong affection and loyalty with the organization are more committed [45].

Emergence of organizational commitment is not new. Many researchers have dedicated several years to this field. According to the current study, researchers argue that there is a strong relationship between high level of commitment and positive outcomes of organization [46]. Some researchers have discussed that those employees are beneficial to organization whose level of affective commitment is high than the employees with continuance or normative commitment [47]. Organizational commitment is employees' emotional connection with the organization which results from the working environment. Here supporting theory is two factor theory of Herzberg have two factors one is hygiene and other is motivators, here motivators are those factors which motivate employees during work. The perception of employees that organization is valuing their contribution will motivate them which result in affective commitment and the eventually performance will be enhanced [6]. When employees feel motivated by their employers this will create a bond between them and employees tend to be committed as employer value the participation. So motivation and commitment have a strong relationship because it binds to parties together to achieve the common objective.

Many authors have done research on organizational commitment and the focal point of their study was affective commitment as it is considered to be the most reliable predictor which results in employee retention [48]. In early research, organizational commitment is linked with exchange theory, the exchange of hard work and loyalty for monetary rewards and profit which shows employee commitment to an organization [49]. Some researchers relate commitment with performance, strong emotional attachment enhance performance and exhibit high productivity [50].

H2: Affective Commitment is positively and significantly related to Perceived Organizational Support.

2.3 ORGANIZATION BASED SELF ESTEEM

It is the degree to which employee's feels that their contribution is being valued and they feel as a member of an organization. Organization based self esteem depicts the perceived value of employee that they are important for an organization and a sense of satisfaction from the job in the past [51]. It is found that individuals who receive high pay feel valued by the organization and employees who feel high organization based self esteem are good performer [52]. A lot of researchers have examined the moderating role of organization based self esteem. They found that organizational based self esteem moderates the relationship between two variables; the individuals having low organization based self esteem are more reactive environmental changes than the individuals having high organization based self esteem [53].

Some researchers argue that organization based self esteem is influenced by organizational care and sense of perceived organizational fairness. Perceived fair treatment will give positive signals to the employees that they are esteemed and precious for the organization [54]. According to conventional approach employees with low self esteem expected to engage in aggressive behavior, people with high self esteem feel good about themselves as compare to the ones with low self esteem [55]. Self esteem is a significant emotional contract because it is the essential element of daily experiences of individuals, it reflects the individual perception what they feel about themselves and how they react within a specific situation or environment [56].

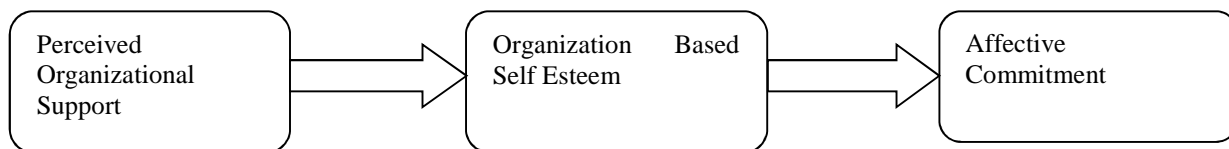
The conception of self esteem has been observed in a proper interpersonal perspective [57]. Esteem is an attitude of satisfaction or dissatisfaction of individual and they develop self assessment based on those attitudes [58]. Researchers found self esteem has a strong relationship with happiness. Self esteem is considered to be the reality rather than perception. It is the individual faith that either he or she is competent or not [59].

Exchange theory focuses on socio emotional aspect of employment relationship. Employees with self esteem having perception of fairness and being valued by the organization are more emotionally attached to the organization as compare to the employees with low self esteem. It is a give and take relationship if organization will care about individuals' esteem this will lead to the commitment [60]. Here social exchange theory supports that when organization value the contribution of employees this will leads to a commitment to perform well. When individual perceive that organization values his/her opinion and feels supported by organization or by supervisors he/she will be engaged in fulfilling the obligations [61].

Employees having high level of self esteem accept challenges from the organization and have tendency to accomplish goals. Self esteem refers to perception, how an individual value himself and what is the value in his own eyes or the level of gratitude, assessment and evaluation [62]. To enhance performance within the organization, support plays an important role [63].

H3: Organization Based Self Esteem mediates the relationship between Perceived Organizational Support and Affective Commitment.

2.4 RESEARCH MODEL



3 METHODOLOGY

This study checked the association of perceived organizational support, affective commitment and organizational based self esteem of public sector nurses in Pakistan. The purpose of this paper was specific context exploratory research. Data was then analyzed and hypotheses were tested using SPSS 20.

3.1 QUESTIONNAIRE

The variables which are being taken can be seen in theoretical framework. Perceived Organizational Support is the independent variable. Affective Commitment is the dependent variable whereas Organizational based Self Esteem is the mediating variable.

In order to examine the response rate from all the respondents 8 items of perceived organizational support were adopted from Survey of Perceived Organizational Support, University of Delaware (1984). 8 items of Affective commitment were adopted from Original Commitment Scale Items of [39] and 10 items of organizational based self esteem were taken from [53].

Questionnaire was based on 5-point scale i.e. 1=strongly disagree, 2=disagree, 3=neutral, 4=agree, 5=strongly agree. Questionnaire included four sections. First section asked questions related to independent variable which was perceived organizational support. Second section was about dependent variable i.e. affective commitment. Third section was based on questions related to organizational based self esteem which was the mediating variable and last demographic.

3.2 RELIABILITY ANALYSIS

Variables	Items	Cronbach`s Alpha
Perceived Organizational Support	08	.779
Affective Commitment	08	.761
Organization Based Self Esteem	10	.717

4 ANALYSIS AND RESULTS

4.1 DESCRIPTIVE ANALYSIS

	Mean	Standard Deviation	N
Perceived Organizational Support	3.5228	.93163	300
Affective Commitment	3.4435	.56630	300
Organization Based Self Esteem	3.8140	.49436	300

4.2 CORRELATION ANALYSIS

	POS	AC	OBSE
Perceived Organizational Support	1		
Affective Commitment	.409**	1	
Organization Based Self Esteem	.295**	.328**	1

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

4.3 REGRESSION ANALYSIS OF POS, OBSE AND AC

Predictor	Mediator Variable: OBSE			Dependent Variable: AC		
	β	F-value	R2	β	F-value	R2
Main Effect: POS						
Step 1						
Control Variable						0.007
Step 2						
POS				0.409**	61.157	0.167
Main Effect: POS						
Step 1						
Control Variable			0.005			
Step 2						
POS	0.295**	29.123	0.087			
Mediation: POS						
Step 1						
Control Variable						0.005
Step 2						
OBSE				0.328**	36.691	0.107
Step 3						
POS				0.342***	41.379	0.214

*p<0.05, **p<0.01, ***p<0.001

4.4 RESULTS DISCUSSION

The current study shows, significant positive association between Perceived Organizational Support and Affective Commitment, Perceived Organizational Support and Organization Based Self Esteem, Organization Based Self Esteem and Affective Commitment, Organization Based Self Esteem partially mediate the relationship between Perceived Organizational Support and Affective Commitment.

The realistic information revealed that a significant positive association between Perceived Organizational Support and Affective Commitment. Indeed, a Perceived Organizational Support has become very important for any organization. When single employee perceive that organization is valuing his/her role and viewing concern about their wellbeing, the individual will oblige to be committed and this commitment will be defined through work efforts [27].The present results linked with the results of (e.g. [3],[31], [33], [38], [50]). These researchers have been found a positive association between Perceived Organizational Support and Affective Commitment.

More results examined that a significant positive association between Perceived Organizational Support and Organization Based Self Esteem. Some researchers argue that organization based self esteem is influenced by organizational care and sense of perceived organizational fairness. Perceived fair treatment will give positive signals to the employees that they are esteemed and valuable for the organization [54]. Self esteem is a significant emotional contract because it is the vital part of daily experiences of individuals, it reflects the individual perception what they feel about themselves and how they react within a specific situation or environment [56]. The present results linked with the results of (e.g. [55], [52], [58]). These researchers have been found a positive association between Perceived Organizational Support and organization based self esteem.

It confirmed that Organization based self esteem and affective commitment has significant positive relationship after resulting. It is found that individuals who receive high pay feel valued by the organization and employees who feel high organization based self esteem are the good performer [12]. The present results linked with the results of (e.g. [57], [58], [59], [61]). These researchers have been found a positive association between organizations based self esteem and affective commitment.

The main results discovered that organizations based self esteem partially mediates the association between Perceived Organizational Support and affective commitment. In Pakistan, organizations based self esteem trend has been establishing gradually but in smooth way and efficiently but it need to be faster.

5 CONCLUSIONS

The results indicate that there is a positive relationship among perceived organizational support and affective commitment. Results from this study also reveal that perceived organizational support has a statistical significant positive association with organizational based self esteem and affective commitment. The lack of affective commitment among employees, particularly, is a threat to any organization at a period of intense competition. Managers perception that the organization worth their contribution and concern regarding their well-being have been found associated with subordinate perceptions of support from the manager, which, in turn, was associated with a perceived organizational support subordinates performance in role and extra-role performance. The survey revealed to what extent perceived organizations support contributes to affective commitment. It also helps nurses in recognizing their value and also encourages them to achieve the organizational goals.

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