

The Influence of Perceived Organizational Support on Employee Commitment: A Systematic Review

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Abstract: - Employee commitment is always associated with employee turnover intention and employee performance. Employee commitment refers to the relative strength of an individual's identification with and involvement in a particular organization. The study used a systematic literature review to understand perceived organizational support as a factor of employee commitment from some literature published in two well-known databases, which are Ebsco Host and Google Scholar from 2018 to 2022. The goal is to synthesize the research findings by using both perceived organizational support and employee commitment as the determined variables and determine the research trend from the published literature in the past five years. It is found that more than half of the recent research (57%) used both perceived organizational support and employee commitment as intermediate variables. Most of the research sources have come from Indonesia, followed by the Middle East, Pakistan, and China. The limitations of the current study are that this study is limited to subjects that discuss the impact of perceived organizational support and employee commitment, and a limited number of databases have been considered.

Key-Words: - *Perceived Organization Support*, Employee Commitment, Systematic Review. Ebsco Host

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1 Introduction

Employee commitment is always associated with employee turnover intention and employee performance, especially when it comes to poor organizational citizenship, unethical behavior, and absenteeism, [1], [2]. Organizational management paradigms are becoming increasingly complex for humans in the twenty-first century. For a business to succeed, all of its employees must offer their ideas, thoughts, and creative solutions to enhance overall production value across a variety of industries, [3]. Those who understand the organization's vision, mission, and objectives are better able to achieve the objectives that the management has set for the organization, [4].

Employees with strong commitments would experience less work-related stress and produce more competitive and high-quality work than those with weaker commitments, and the employees who lack commitment skills will negatively affect the organization's capacity to carry on with operations and meet problems in the future, [5]. Employee commitment is therefore linked to several desirable behavioral outcomes, including employee retention, presence, performance, quality of time off work, and

personal sacrifice for the success of the organization, [6].

One of the consequences of low employee commitment is high employee turnover. High employee turnover could burden organizations by increasing direct costs such as recruitment and training costs, and also indirect costs such as the loss of productivity and performance, [7]. Low employee performance is another consequence of low employee performance. Low employee performance could bring losses to stakeholders such as a drop in share prices to pay shareholders and a drop in cash flows to pay suppliers, [8], [9].

To promote committed attitudes among employees, it is important for an organization to encourage employees to become committed to the organization's mission, vision, and objectives, and such influences can be recognized as perceived organizational support by caring for the well-being of the individual employee and valuing employee efforts, [10]. Therefore, this study aims to assess the empirical pieces of evidence of perceived organizational support causes employee commitment. To understand the trend of perceived organizational support and employee commitment research, the researcher will focus on the following

research questions (RQs) to which the answer will be given, namely: -

RQ1: What years and from which countries the reports of perceived organizational support and employee commitment are published?

RQ2: What are the categories of perceived organizational support and employee commitment reports?

RQ3: What are the sampling strategies used in perceived organizational support and employee commitment reports?

2 Problem Formulation

2.1 Employee Commitment

Employee commitment is defined as “the relative strength of an individual’s identification with and involvement in a particular organization”, which is to characterize an employee's level of commitment to the company, as well as their identification with the company's values and objectives, [11]. Employee commitment is classified into affective commitment, continuance commitment, and normative commitment under Mayer’s three-component model of commitment, [12].

According to, [13], affective commitment occurs when employees want to stay in an organization; continuance commitment occurs when employees need to stay in an organization; normative commitment occurs when an employee ought to stay in an organization. Employee commitment is not a new concept and it has been a prominent research topic, especially in healthcare and higher education sectors over the years because of the significant motivational consequences of commitment, [14], [15], [16].

2.2 Perceived Organizational Support

According to, [17], "perceived organizational support" refers to "employees' perception concerning the extent to which the organization values their contribution and cares about their well-being". Both the organizational support theory and the social exchange theory are components of this approach. According to the organizational support theory, [18], an employee's understanding of the organization's intentions for giving them favorable or unfavorable treatment is a major factor in determining how much support they feel they receive from their employer.

Therefore, employees feel obligated to assist the organization in accomplishing its goals and objectives as a result of perceived organizational

support, with the assumption that increased efforts on behalf of the organization will result in greater rewards, [19]. This social exchange process is triggered when employees believe their organization to be supportive of them. The fulfillment of socioemotional criteria by perceived organizational support results in increased organizational identification and commitment, a heightened yearning to contribute to the growth and success of the organization, and enhanced psychological well-being, [20].

2.3 Methodology

The Preferred Reporting Items for Systematic Reviews and Meta-analysis (PRISMA) were first introduced in 2009 and then updated in 2020 by adding new guidelines, [21]. In this case, the current researcher follows the PRISMA 2020 guidelines by adapting the PRISMA 2020 abstract checklist to determine the criteria of the systematic table, and also adapting the PRISMA 2020 flow diagram to narrow down the number of journals and dissertations to be used in the systematic review of the literature through identification of reports via two well-known databases, namely Google Scholar and Ebsco Host.

Concerning the abstract checklist, the current researcher came out with a 10-criteria systematic table. The 10 criteria are the author(s), year, title, journal, research question(s) or research objective(s), theory(ies), methodology, result(s), contribution(s) or implication(s), and limitation(s) or recommendation(s) for future researches. To ensure the relevance of the systematic review in the current study, the current researcher uses perceived organizational support and employee commitment as the keywords to search in databases.

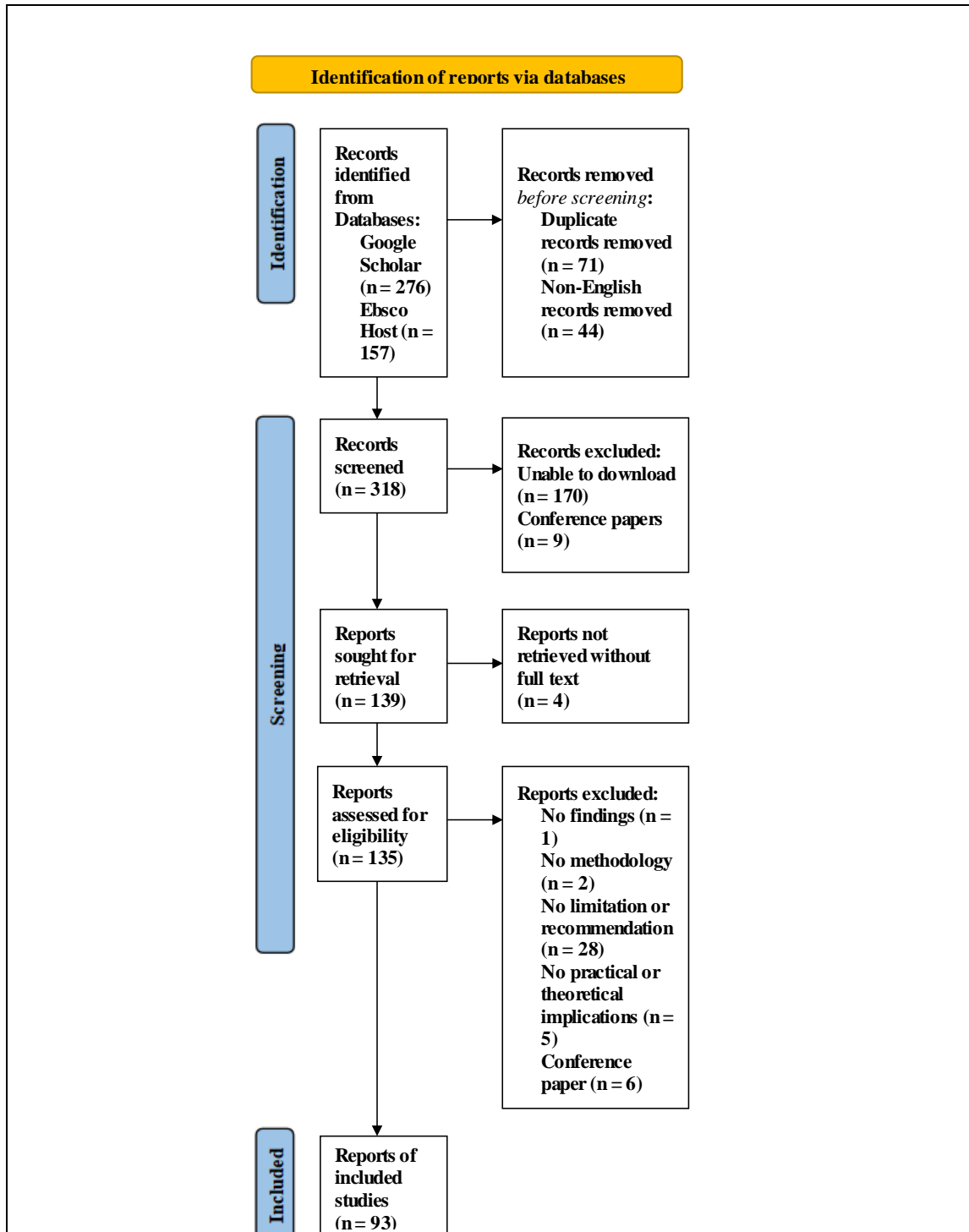


Fig. 1: PRISMA 2020 Flow Diagram for the Systematic Review of Perceived Organizational Support and Organizational Commitment

The above Figure 1 is the PRISMA 2020 flow diagram for the systematic review of perceived organizational support and organizational commitment. To understand the flow diagram, three terms need to be clarified, namely study which refers to an investigation, report which refers to a paper or electronic document of a study, and record which refers to the title or abstract of a report indexed in a database. The number of journals and dissertations to be used are filtered by identification, and screening and included as shown in the flow diagram. All of the steps are performed manually, the reports are downloaded as PDF documents, and the systematic table is recorded as a Microsoft Excel document.

In identification, the records are identified from two databases, which are 276 records from Google Scholar and 157 records from Ebsco Host. Google Scholar is chosen as a database to be used because of its low cost, user-friendly, and wide coverage global. Meanwhile, Ebsco Host is chosen as another database to be used because it is widely recognized in the academic world and the EBSCO discovery service is subscribed by Inti International University. The records are identified by running the database search individually in the year range from 2018 to 2022 and using perceived organizational support and employee commitment as two keywords for a title search. To avoid duplicate articles, there were 71 duplicate records, and 44 non-English records removed before screening.

In records screening, out of 318 records, 170 records are excluded because they are unable to download in Portable Document Format (PDF) and 9 records are excluded because they are conference papers. After that, there are 4 of the 139 reports not retrieved without full text. In the last step of screening, the full-text reports are assessed for eligibility according to the criteria of the systematic table, and reports are excluded due to several reasons, which include 1 report without findings, 2 reports without methodology, 28 reports without limitation or recommendation for further researches, and 5 reports without practical or theoretical implications. To look at the big picture of the study results related to perceived organizational support and employee commitment, the requirement of the inclusion is the reports must use both the perceived organizational support and employee commitment as the main variables in the research framework of the reports and met all of the 10 criteria in the systematic table for eligibility screening. Finally, there are 93 reports to be reviewed systematically.

3 Problem Solution

3.1 Results and Discussions

The research findings of the 93 selected reports discussed the impact of perceived organizational support and employee commitment. The synthesis of the 93 selected reports' research findings will be used to answer the qualitative research questions shown as follows: -

RQ1: What years and from which countries the reports of perceived organizational support and employee commitment are published?

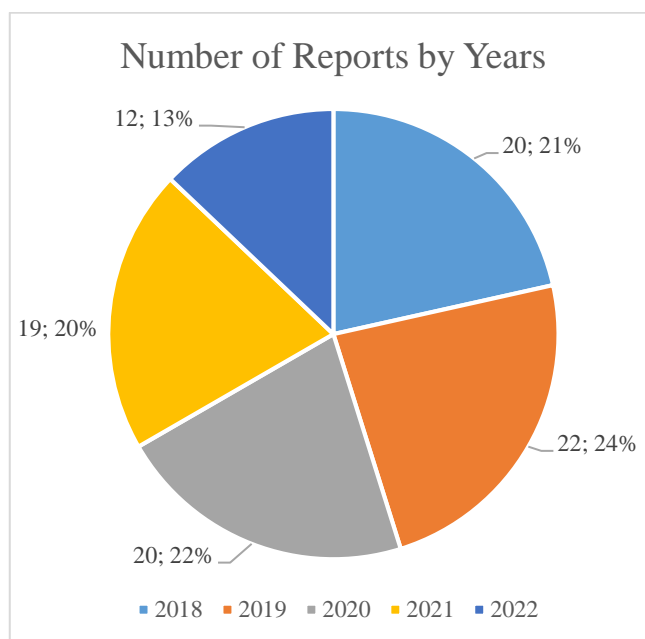


Fig. 2: Number of Reports by Years

Figure 2 above shows the number of reports by year, specifically from 2018 to 2022. From the pie chart, it can be observed that there are 93 reports to be reviewed systematically, which are 20 reports comprised 21% of the total reports in 2018, 22 reports comprised 24% of the total reports in 2019, 20 reports comprised 22% of the total reports in 2020, 19 reports comprised of 20% of the total reports in 2021 and 12 reports comprised of 13% of the total reports in 2022, showing that perceived organizational support and employee commitment are contemporary topics to be studied by academicians, although the number of reports in 2022 is relatively less compared to other years.

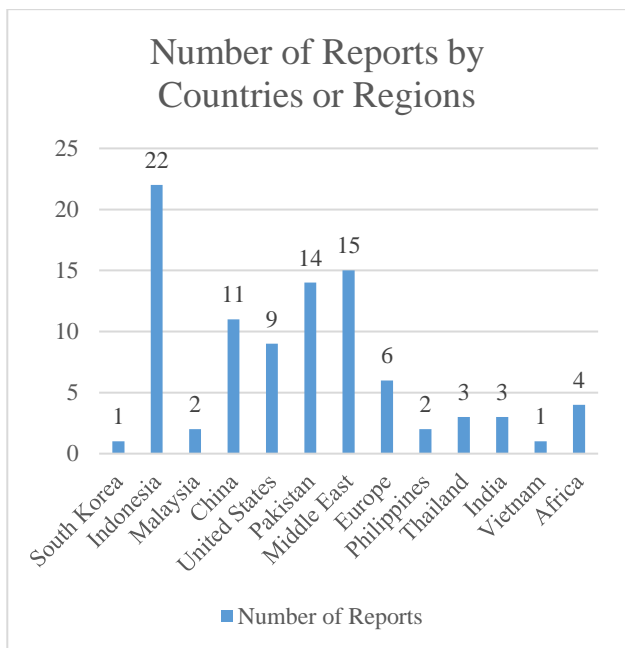


Fig. 3: Number of Reports by Countries or Regions from 2018 to 2022

Figure 3 above shows the number of reports by countries or regions from 2018 to 2022 extracted from the Google Scholar and Ebsco Host databases. After reviewing the 93 reports, it was found that all of the reports studied organizational commitment at the individual level, specifically employee as their research unit. About the study characteristics, the current researcher has reviewed 93 reports conducted in 13 countries or regions.

After the identification of reports via databases, it can be observed that Indonesia has the highest number of publications which are 22 reports comprising 24% of the total number of reports, followed by the Middle East's 15 reports comprising 16% of the total number of reports, Pakistan's 14 reports comprised of 15% of the total number of reports, and China's 11 reports comprised of 12% of the total number of reports. Meanwhile, Malaysia only has 2 reports comprising 0.02% of the total number of reports, showing that studies are scarce about the relationships between perceived organizational support and employee commitment in Malaysia.

RQ2: What are the categories of perceived organizational support and employee commitment reports?

After conducting the domain-based systematic review using PRISMA 2020, it was found that there are different aspects of the relationship between perceived organizational support and employee commitment have been studied. These studies can

be grouped into five categories.

The first category is the studies that looked at the connection between perceived organizational support and employee commitment without examining any effects of mediation or moderation, the second category is the studies that looked at the connection between perceived organizational support and employee commitment with the effects of moderation, the third category is the studies that looked at the connection between perceived organizational support and employee commitment with the effects of mediation, the fourth category is the studies that used perceived organizational support and employee commitment as a moderator or a mediator, the fifth category is the studies that used both perceived organizational support and employee commitment as independent variables or both perceived organizational support and employee commitment as dependent variables.

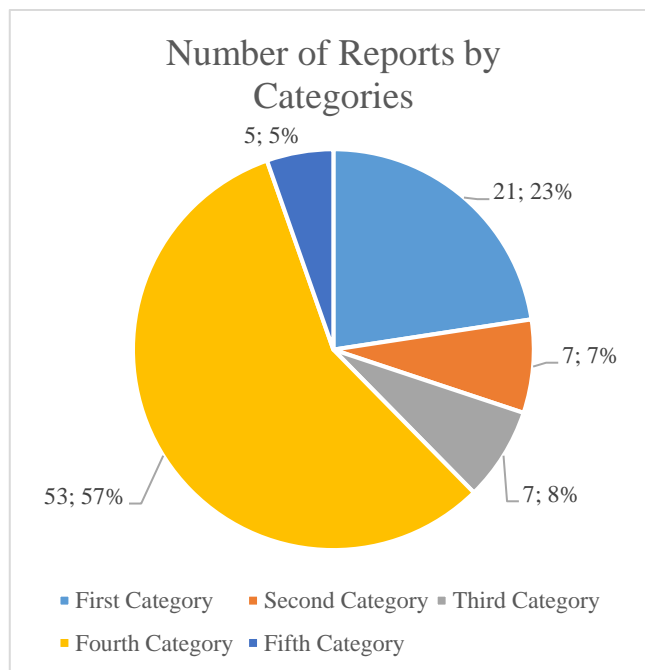


Fig. 4: Number of Reports by Categories

Figure 4 above shows the number of reports by categories. In the first category, there are 21 reports comprising 23% of the total reports only examined the direct relationship of perceived organizational support and employee commitment. Most of the research findings showed that perceived organizational support and employee commitment had a significant positive direct relationship in all dimensions, using a Nigerian study from, [22], as an example. However, some research findings also showed that perceived organizational support and employee commitment did not have a significant positive direct relationship in all dimensions. For

example, [23], found that perceived organizational support had a significant positive relationship towards affective employee commitment only.

In the second category, there are 7 reports comprising 7% of the total reports that examined the indirect relationship between perceived organizational support and employee commitment with the effect of moderation. For example, [24], found that there was a significant correlation between perceived organizational support and employee commitment, and also suggested that job experience played a significant role of moderator between perceived organizational support and employee commitment.

In the third category, there are 7 reports comprised of 7% of the total reports that examined the indirect relationship between perceived organizational support and employee commitment with the effect of mediation. For example, [25], found that perceived organizational support had a strong correlation with employee commitment, and the relationship with employee commitment was mediated by employee engagement.

In the fourth category, there are 53 reports comprising 57% of the total reports that used perceived organizational support and employee commitment as a moderator or a mediator. For example, [26], found that both affective employee commitment and perceived organizational support have a mediating effect in parallel on the relationship between person-organization fit and innovative work behavior.

In the fifth category, there are 5 reports comprised of 5% of the total reports that used both perceived organizational support and employee commitment as independent variables or both perceived organizational support and employee commitment as dependent variables. For example, [27], found that employee commitment was a more influential factor for both intentions to leave and to stay as compared to perceived organizational support. Meanwhile, [28], found that the percentage of time that weekly employees spend in virtual workspaces had a significant positive relationship towards both employee commitment and perceived organizational support.

RQ3: What are the sampling methods used in perceived organizational support and employee commitment reports?

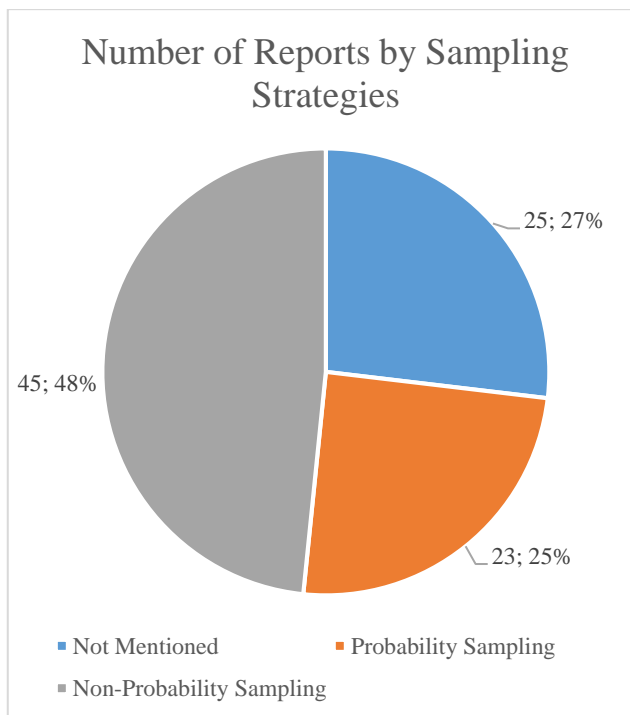


Fig. 5: Number of Reports by Sampling Strategies

All of the 93 reports are quantitative research, utilize surveying to collect data, and focus on the individual level of organizational behavior. Figure 5 above shows the number of reports by sampling strategies. From the pie chart, it can be observed that 45 reports comprised 48% of the total reports that used non-probability sampling; 25 reports comprised 27% of the total reports without mentioning which sampling method was used; and 23 reports comprised 25% of the total reports used non-probability sampling.

Probability sampling is based on the probability theory, thus each instance with the characteristics the researcher is interested in has the same chance of being selected, while non-probability sampling can be employed if it is difficult to collect a sampling list or the research has research intentions, [29]. The non-probability sampling used by the prior researchers includes convenience sampling, snowball sampling, purposive sampling, and total sampling, [1], [30], [31], [32]. Meanwhile, the probability sampling used by the prior researchers includes random sampling, stratified sampling, cluster sampling, and systematic sampling, [33], [34], [35], [36]. Since most of the perceived organizational support and employee commitment reports used non-probability sampling instead of probability sampling, the data generalizability of the reports is open for improvement.

4 Conclusion

From the study above, it can be concluded that most of the recent research used both perceived organizational support and employee commitment as intermediate variables, which also shows that there is a shortage of published literature on the direct and indirect relationships between perceived organizational support and employee commitment in the recent years.

The findings of the current study fall into five categories, which are the direct relationship between perceived organizational support and employee commitment, perceived organizational support and employee commitment with the effect of moderation, perceived organizational support and employee commitment with the effect of mediation, perceived organizational support and employee commitment as a moderator or a mediator, and both perceived organizational support and employee commitment as independent variables or both perceived organizational support and employee commitment as dependent variables. Besides that, most of the reports were published in Indonesia, followed by the Middle East, Pakistan, and China. It was found that the publications in 2022 were relatively less compared to prior years.

4.1 Limitations and Recommendations

About the sampling strategies, it was found that most of the reports used non-probability sampling instead of probability sampling. In this case, it is recommended that future researchers conduct studies to examine direct and/or indirect relationships between perceived organizational support and employee commitment to provide more empirical evidence, especially in the context of Malaysia for the upcoming years.

Future researchers are also recommended to use probability sampling rather than non-probability sampling to enhance the generalizability of data. Therefore, more future research is needed to explain how an organization can improve its employees' emotional attachment to the organization by caring for their well-being as a preventive action to avoid high employee turnover and low employee performance. Last but not least, the limitations of the current study are that this study is limited to subjects that discuss the impact of perceived organizational support and employee commitment, and a limited number of databases have been considered.

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Contribution of Individual Authors to the Creation of a Scientific Article (Ghostwriting Policy)

Wong Chun Tatt carried out the writing and research of the article, and was responsible for the Statistics. Assoc. Prof. Dr. Wong Chee Hoo and Prof. Dr. Tan Seng Teck worked on the editing of the review paper.

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Conflict of Interest

The authors have no conflict of interest to declare.

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